



Appendix J: Actualized Leader Resources Package

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Actualized Leader Profile Worksheet

PART 1: Leadership, Resilience & Well-Being Summary Table

Leadership Style	Strengths	Shadow Behaviors	Self-Actualized
Achiever Motive: Achievement Fear: Failure Antidote: Abundance	Organized Detail-oriented Structured Thorough Analytical	Micromanager Tedious and cautious Perfectionist Critical Narrow-minded	Detailed, yet conceptual Organized, yet flexible
Affirmer Motive: Affiliation Fear: Rejection Antidote: Connection	Friendly Helpful Trusting of others and trustworthy Humble Altruistic	Avoids conflict and confrontation Indecisive Devalues own needs and wants Sensitive and emotional	Friendly, yet courageous Empathetic, yet candid
Asserter Motive: Power Fear: Betrayal Antidote: Assurance	Confident Decisive Competitive Courageous Strategic	Controlling Arrogant Impatient Condescending Manipulative	Confident, yet humble Competitive, yet caring

Step 1: Your Leadership Style

1. Go to www.alpfree.com/arudia/ to determine your primary leadership style or refer to page 5 of your full report. Circle your primary style: Achiever, Asserter, Affirmer
2. What strengths do you use on a regular basis?
3. Consider strengths from each leadership style (see table above). Add any other strengths you can identify; consider what colleagues appreciate most about you.

Step 2: Identifying Your Stresses

What Stresses You Out?	Fear Step 3; Q8	Plan Step 5; Question 22
1.		
2.		
3.		
4.		
5.		

Step 3: The Penumbra: Identifying When You Are About To Step In It

The goal of this exercise is to help you identify when you are at the penumbra, which is the very edge of the shadow. Without awareness, we can't stay out or step out of the shadow.

4. My Primary Shadow and Underlying Fear is: Failure, Rejection, or Betrayal (circle one).

5. The fear I experience most in my work is:

6. What are the first signs you are getting stressed? Think broadly; it may not be obvious at first. Consider the behaviors indicated in the Medium and Dark Shadows on the next page.

7. Consider the shadows below. Remember, the light shadow reflects a person's behavior on a good day. It also describes how a self-actualized person typically behaves, even when potentially stressful triggers are present. Circle the words in the Medium Shadow and Dark Shadow columns that describe you when you are stressed.

Affirmer Shadow: Fear of Rejection (Needy)		
Triggers: Prospect of conflict, hurting other's feelings, making other angry (Antidote: Connection)		
Light	Medium	Dark
Friendly	Sensitive	Dependent
Generous	Insecure	Possessive
Loyal	Indecisive	Anxious
Empathetic	Complacent	Jealous
Helpful	Accommodating	Naive

Asserter Shadow: Fear of Betrayal (Bully)		
Triggers: Vulnerability, Asking Forgiveness, "I don't know" (Antidote: Assurance)		
Light	Medium	Dark
Confident	Arrogant	Autocratic
Decisive	Impatient	Manipulative
Competitive	Condescending	Rude
Candid	Blunt	Intolerant
Courageous	Domineering	Belligerent

Achiever Shadow: Fear of Failure (Micromanager)		
Triggers: Prospect of Losing, Imperfection, Ambiguity (Antidote: Abundance)		
Light	Medium	Dark
Detailed	Rigid	Narrow-minded
Organized	Cautious	Inflexible
Structured	Tedious	Obsessive
Thorough	Stubborn	Argumentative
Serious	Critical	Pessimistic

8. Go to the table in Step 2 and identify which of your fears trigger the stress identified in the first column. More than one fear can be triggered at a time.

Remember, if you judge yourself to be rejected, betrayed, or that you are failing, you are in your shadow.

Step 4: Don't Believe Everything You Think

9. Consider your Primary Motive Driver: Affiliation, Power, or Achievement, and your shadow and underlying fear _____ (of failure, rejection, or betrayal) from Step 2.
10. What are some examples of how your leadership shadow shows up in your work or personal life? Consider behaviors that might be self-defeating, interfering with the delivery of quality service, and frustrating your well-being and efficacy.
11. What are your feared worst-case scenarios related to these examples? Examples include letting someone down, not figuring something out, outright failing.
12. What are the irrational thoughts, self-limiting beliefs, or unfounded fears that feed into these fears?
13. List what's at risk for you (e.g., relationships, effective teamwork, career). Consider how your shadow behaviors interfere with your happiness and goals.
14. What is the impact on you of operating in your shadow?
15. What is the impact on your colleagues of operating in your shadow?
16. How would you be a better professional by recognizing and reducing the frequency, duration, and potency of shadow experiences?
17. What would life be like if you were able to (i) distinguish your shadow from what's actually happening and (ii) act accordingly? How do you want to operate when the going gets rough?
18. What would life be like if you were able to recognize when others are in their shadow and hand them a flashlight?

Step 5: Stepping Into the Light

The goal of this exercise is to help you identify strategies for stepping out of the shadow. Consider using your stronger attributes and improving the attributes in need of development to both (i) improve your resilience, and (ii) reduce your reactivity so that you set yourself up to experience less stress when faced with challenging circumstances. You will have fewer expressions of fears such as by micromanaging (fear of failure), by being so sensitive that your colleagues can't be straight with you and you aren't straight with them (fear of rejection), and by being manipulative or intimidating so that colleagues are in fear of making the wrong decision (fear of betrayal).

Level			
Sequence	Cognition	Emotion	Behavior
Confidence	<p><i>Objective</i></p> <p>Judgment is based on the facts of a situation and is not influenced by personal feelings or preferences. <i>Tip:</i> Practice describing situations factually and without judgment. Avoid adjectives. Notice your assumptions; distinguish both implicit and explicit assumptions from what happened.</p>	<p><i>Courage</i></p> <p>Willing to do something frightening and act in accordance with beliefs, judgments, and convictions. <i>Tip:</i> Consider the worst that might happen. What will happen if you don't take action? Consider how you'd like to be as a leader and which action furthers that vision.</p>	<p><i>Candor</i></p> <p>Open, honest, frank, and sincere in your communications, especially when providing feedback. <i>Tip:</i> Use neutral, factual language when giving what might be perceived as negative feedback; frame such feedback in your commitment to the person's development</p>
Performance	<p><i>Hyperfocus</i></p> <p>Engage in an intense mental concentration or visualization focused on a subject or activity, allowing you to be more immersed in the task-at-hand. <i>Tip:</i> Stop kidding yourself. You aren't multi-tasking; you're multi-switching. Work for 15 minutes on a project without distraction, decide if you'll continue.</p>	<p><i>Trust</i></p> <p>Trust and thus willing to develop and maintain a confident expectation in the reliability, integrity, and capability of others. <i>Tip:</i> Ensure that expectations are clear, set milestones, and use coaching skills to ensure that your colleague has identified and addressed obstacles to success.</p>	<p><i>Flow</i></p> <p>Consistent engagement in peak performance working on challenging tasks where you become so engaged that you lose track of time. You are "in the zone." <i>Tip:</i> Turn off email, phone, computer's volume and work on a project until you're out of ideas; switch to the next project and repeat.</p>
Renewal	<p><i>Optimal Time Orientation</i></p> <p>You live primarily in the present. <i>Tip:</i> Listen, focus on the core message and the person's feelings and needs. When you are distracted by the thought of a task, record it and then continue working.</p>	<p><i>Acceptance</i></p> <p>You completely accept yourself – flaws, limitations, the aging process and all – and fully embrace your reality, not fighting, ignoring, or denying it. <i>Tip:</i> Choose to enjoy your life, flaws and all. Think about all you have to be grateful for.</p>	<p><i>Solitude</i></p> <p>Comfortable being alone, and cherish rather than avoid this time. You don't passively pass the time; you actively plan, reflect, and renew. <i>Tip:</i> Use alone time to actively plan, reflect, renew. Enjoy activities: exercise, read, or cook.</p>

19. List your three strongest attributes and how you use them in your work:

- a.
- b.
- c.

20. List the three attributes requiring the most development, and how developing these attributes will improve your wellbeing, resilience, and work:

- a.
- b.
- c.

21. I commit to improving at least one attribute; the one that will help me stay out of my shadow is _____. These are the steps I will take to develop this attribute.

22. Create a plan for stepping out of the shadow and back into the light. This plan will work best if you leverage your stronger attributes as you work on those requiring development. Complete the last column of the table in Step 2.

Don't forget to refer to your ALP Report, Nine Attributes Resource Guide, 20 Suggestions for Improving Self Actualization, and Anne's articles entitled, *Embrace and Improve Your Leadership Style*, *Supercharging Your Firm's Culture: From Stressed to Resilient*, and *How to Prevent the Fear of Failure from Derailing Success*.

Part 2: Translating Individual Behavior into Culture

Summary Table

A team's culture is its personality and the collective emotionality of its members. Team members' shadows create the culture. The leader's (or leadership team's) ability to manage his or her shadow is most determinative of the team's culture.

Culture	Description	Transforming to Dynamic
Detached Underlying Emotion: Anger & Apathy Fear of Failure Shadow	Delays making commitments or difficult decisions. Some don't participate. Physical & psychological withdrawal . Lacks an overall sense of "us" or "we" Greater focus on individual agendas	1. Realize that surface problems are often symptomatic of the real underlying issue(s). 2. Allow to acknowledge anger. 3. Resolve issues of power, authority, and responsibility 4. Develop and implement team decision-making processes that seek input and consensus. 5. Encourage participation from all members to develop or revise the group's charter or mission.
Dramatic Underlying Emotion: Frustration & Despair Fear of Rejection Shadow	Norm of politeness . Warm, friendly atmosphere. Looks to the future for salvation. Differences " smoothed over " rather than resolved. Lacks candor and direct communication.	1. Provide honest, critical feedback. 2. Address poor performance, unrealistic expectations, or obvious problems. 3. Set challenging performance goals and standards. 4. Appoint individual members to serve as "Devil's Advocate" to critique the team's performance, plans, and decisions. 5. Encourage expression of concerns, doubts, or criticism.
Dependent Underlying Emotion: Fear & Anxiety Fear of Betrayal Shadow	Members look to leader for direction and protection , and expect others to run meetings and complete tasks. An over-reliance on the opinions of a few select team members. Lack of challenging assumptions/solutions	1. Provide clear direction and purpose. 2. Involve members in developing specific performance goals. 3. Provide members with enough information to move from dependence to interdependence. 4. Allow members to clarify and communicate their roles and expectations to the entire team. 5. Develop a "Responsibility Grid" that clearly indicates member responsibility.

Dynamic Underlying Emotion: Passion & Authenticity	Open , honest, and direct communication. Objective & responsible Members seek relevant information and encourage diverse opinions . High degree of trust and mutual respect Resilient and optimistic	1. Protect the team from too many external distractions or influences. 2. Celebrate team successes and achievements. 3. Provide ongoing performance feedback. 4. Provide necessary resources for the group to perform at optimal levels. 5. Stay out of the way! Do not attempt to micromanage.
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Five Dimensions of Team Performance

1. **Communication:** The degree to which your team communicates openly, candidly, and without hidden agendas during meetings.
2. **Participation:** The degree to which each team member is engaged and actively participates in meetings and takes responsibility for achieving your team's goals.
3. **Trust:** The degree to which team members trust each other and your leader, act in the best interest of the group, maintain confidentiality, and speak and act with transparency.
4. **Conflict Management:** The degree to which conflict in your team is recognized and effectively managed in a productive manner.
5. **Purpose:** The degree to which your team has a sense of purpose and an understanding of how your decisions and actions impact the larger goals and objectives of the organization.

Step 6: Assess Your Team Culture

1. What about your Group Culture Profile seems accurate and why?
 - a. Detached:
 - b. Dramatic:
 - c. Dependent:
 - d. Dynamic:
2. What is the most productive attribute of the group?
3. What is the least productive attribute of the group?

Renewal Exercise

1. What events or circumstances are likely to provoke stress or shadow experiences (see Step 2 of your ALP Worksheet)?
2. What can you or others do to help you step into the light (out of the shadow)?
3. If time, money, and social distancing restrictions weren't an issue, how would you be dealing with your stressors?
4. Now it's time to brainstorm! What COVID-possible strategies might meet your needs? Identify stress-management routines or strategies that will improve your quality of life.

Some Suggestions

1. Get enough sleep and have good sleep hygiene (same waking and bedtime)
2. Distinguish between the work day and personal time
 - a. Not answering email before/after a particular time
 - b. Closing up your office (laptop) at the "end" of the day
3. Not responding to email from during personal time
4. Get outside - even in bad weather; the Norwegian's have a concept called "[friluftsliv](#)"
5. Exercise regularly
6. Deliberately divide responsibilities
7. Engage in hobbies
8. Involve kids in hobbies, play with them!
9. Listen to music and even dance!
10. Learn something new: photography, painting, cooking, baking, games

Go to <https://arudia.com/30-tips-working-at-home-in-the-era-of-covid-19/> for our webinar on *Working From Home*.

Blog and Webinar: Working at Home in the Era of COVID-19: 30 Tips for Staying Positive and Productive During This Crisis

By Anne Collier

Posted on March 20, 2020

Whether you are thinking of Winston Churchill or Rahm Emanuel, they both advise that “you never let a serious crisis go to waste,” meaning that it’s an opportunity to do things you think you could not do before. And, even in the face of adversity, life can be pretty good. The [physical distancing](#) caused by COVID-19 certainly provides us with challenges, but therein lies the opportunity.

Struggling to Make Working at Home Work?

Are you stressed about the COVID-19 work-at-home policy? Maybe it sounded good at the outset. Maybe it even sounded great, in fact. But now, after a few days, you realize that you are staying up too late, eating too many potato chips and too much chocolate (is there such a thing!?). Your neck hurts because you are sitting with your laptop, where else, but on your lap?

If you have kids, add to this that you are now responsible for their learning and development *while* you work. Yikes! There is a reason we don’t all homeschool. All this time, you and your spouse try to limit their screen time while you increase your own.

Finding Opportunity! Tips for Making Your Life Work

Transitioning to work at home while *physically* distancing yourself doesn’t have to be *this hard*. You will have to diligently create a *new* routine for yourself, but that’s the opportunity. Do you want to [exercise more](#)? Eat better? Spend more time with your significant other or your kids? Be thoughtful, and do it. Think about all those projects that you’ve wanted to get to, but haven’t because you are on the road. Simple tricks for making the most of your time include:

Set Yourself Up for Success

1. Create Your New Normal: Kids, pets, and all people need routines. Get up and go to bed at the same time; don’t sleep in. Follow as much of your old routine as you can while you make the most of the opportunity to improve it.
2. Use a Calendar: Since you are creating your “new normal,” you may need some calendar support. Use your calendar to block out everything you do. This will help you keep on track as you develop new routines.

3. Write It Down: Don't forget to use the calendar for everything, especially if you are forgetting calls or to take breaks.

4. Proactively Create Co-Working Norms: You and your spouse/roommate need to agree to how you are going to work in the same space, especially if one of you is a talker.

5. Create Your Office: Designate a separate room to work in, if possible. If you don't already have a home office, a guest room or another little-used room is perfect. If you live in a studio or one-bedroom apartment, you'll want to keep your workspace organized and ideally picked up when you are not working. This allows you to enjoy personal time without feeling like you have to work all the time.

Take Care of Your Body

6. Ergonomics Matter: Your desk, docking station, and external keyboard in the office are all set up so that you don't get a stiff neck or sore back. Your dining room table and sofa are not. If you can set up an external monitor or keyboard, great. If not, be sure to change position frequently to mitigate feeling the effects of poor ergonomics.

7. Potato Chips Are Not Lunch: If you are used to purchasing lunch or dinner, preparing food may be a challenge. Make healthy choices such as fruits, vegetables, yogurt, cheese, and soup, which are all easy. Don't forget to make a PB&J, simple and yummy! I love quinoa with olive oil—high protein and super healthy. If you are not in a healthy-food routine, it's a great chance to create a new and better one.

8. Be a Corporate Athlete: Is your back stiff? Neck sore? You can't concentrate any longer? Use exercise breaks to break up your day and recharge. If fact, use this as an opportunity to create healthier [exercise routines](#).

9. Substitute Commute: Whether it was walking to the metro or doing chores before work, your pre-COVID-19 routine actually helped you loosen up, which is now more important given what is likely a poor ergonomic situation. Consider going for a walk or doing yoga before starting to answer your email in the morning.

Maintain the Line Between Work and Personal Life

10. Compartmentalize Your Time: Now that you are working at home, don't work all the time. Don't goof around all the time either. Stick to a work/home schedule and establish boundaries. If you used to ignore your email after 7:30 pm, continue to do so. Otherwise you risk never having a break, becoming stressed and burned out. See #2 about using a calendar.

11. Set Your Pace: Be reasonable in your expectations about how much you can accomplish in a day. Don't yo-yo between trying to do everything in day and doing nothing. You'll feel better about yourself and what you're doing.

12. Dress for Work: I know this might sound silly, especially since you're just hanging with Spot or Mittens, but get dressed in the morning. Shower and put on something you didn't sleep in, even if it's just a different pair of pajamas or yoga pants. This helps you compartmentalize and create your new normal.

Have a Social Life

13. No Mascara Is A Good Thing: If you don't like being on camera, get over it! No one really likes it, or thinks she looks good. Don't worry about getting made up—mascara is not a must to video chat a friend—unless it's uplifting to *you*. No one really cares. That said, be sure to wear your fancy jammies on camera!

14. Stay Connected: So, you can't make lunch or coffee plans? Bummer! Schedule friend and colleague meetings via Zoom. We're so used to doing everything by email and text, it's time to be a little old-fashioned. Pick up the phone. If answered, know your call is a welcome connection. Do the same with colleagues. Flattening the curve requires geographic, not *social*, isolation.

15. Make New Friends: Did you just email with someone who you'll get together with when "this thing is over"? Don't wait, Zoom or Face Time! What a fun way to break up your day!

Nurture Your Nature

16. Not Non-Stop: Research shows that you can only concentrate for 90 to 120 minutes without overdoing the adrenaline that comes with flight or fight. Use these breaks to exercise, call friends and colleagues, or catch up on the news.

17. No News Can Be Good News: Limit your consumption of negative news. It's helpful to watch a little brain candy to relieve the tension.

18. Mind Your Mindfulness: As counterintuitive as it may be, it's better to acknowledge your feelings and unmet needs than to suppress them. Whether you are frustrated, angry, or sad, accept it, and be with it. Then, be in action.

19. Balance Your "E" and "I" Time: Whether you are an extrovert or an introvert, you need BOTH time to yourself (to introvert) and time with people (to extrovert). If you start feeling "funky," and have been socially isolated, reach out to a friend. Use video if possible. It makes a difference!

20. Be in Action: During stressful times it can seem like there is nothing to do, no good choices, and that there's no way out or through. You obsess, are pessimistic. Don't. Instead, do something, anything! Go for a walk, alphabetize your canned goods, or call a friend.

Play Nicely with Others

21. Don't Take Things Personally, Really: It's not news to say that everyone is a little (or a lot) stressed out. It's the implications that aren't so obvious. Communication can be difficult and misunderstood in the best of circumstances. Don't take seemingly-curt emails, failure to return calls, or grumpiness personally. We're all dealing with a lot, and some more than others.

22. Discuss and Meet: Especially if you are a manager, stay in contact with team members and create structure. Perhaps you have a group Zoom with everyone in the morning. Keep your regular check ins.

23 Your Kids, Other's Kids: These are extraordinary times, and we have to be flexible. Your colleagues with children (especially little ones) have different claims on their time now that they are "co-working" with their children. Discuss when is best to schedule calls, and don't be embarrassed or put off by kid interruptions. I've also heard from those who don't have kids, that they don't appreciate being "dumped on" because they "have all sorts of time." The point is, everyone has responsibilities and personal challenges, so discuss what is possible and empathize with your colleagues. We are all stressed. Don't assume.

24. Secure Insecurity: It's natural to feel stressed when life is upended. That's why routines are so important—Tip #1. But if you aren't feeling good about your job performance generally, or are concerned that you won't be able to deliver on a particular project, talk to your manager. Don't just look for reassurance, but for guidance and clarity about expectations. Second "don't": don't apologize for calling your manager (it's his or her job), but ask if now is a "good time" to discuss work or schedule a time by email.

Have Fun

25. Your Project List: Want to do spring cleaning, write an article, or blog? Make a list, prioritize, and get into action! Using physical activities such as spring cleaning are a good way of breaking up the day.

26. Entertain, Engage, and Enjoy Your Kids: Wow! People with more experience than I have offer great [suggestions](#) for keeping your kids going. Just like with any other challenge, anticipate, plan, be flexible, and keep your sense of humor.

27. Keep Your Mojo Going: Don't lose your sense of fun. Some [games](#) are fun for kids of all ages! I love the suggestion to use household items to go bowling. If you've got some budding lawyers ages 6-12, check out my friend Jessica's upcoming [Facebook Live](#) readings of her novel, *The Briefcase of Juris P. Prudence*.

28. Start a Book or Movie Club: Decide on a book or movie to watch and then get together virtually to discuss it. It'll provide distraction, connection, and fun.

29. Take Up a Hobby: Learn a language, an instrument, or whatever has interested you but for which you haven't had time. With YouTube, you can learn just about anything!

30. Pretend You Are French: France shuts down for most of August and people spend time with their families minus the travel. So yes, this is challenging, and we're all focused on work, but focus on how nice it is to spend quality time with your loved ones, rather than thinking you're cooped up with them. That's the best opportunity of all!

We hope these tips have been helpful! For more, join me for a webinar on April 7 at 10 am on this topic cosponsored by Women in Government Relations and the Women's Bar Association of DC on April 7 at 10 am. Men are welcome! Details forthcoming. [Sign up](#) to be sure you are in the loop!

If you'd like to arrange to have the webinar delivered to your team or organization, reach out to us at anne@arudia.com or 202-449-9751. And, if you'd just like to chat, follow Tip #15 and schedule a Zoom call with me!



ACTUALIZED LEADER PROFILE

Nine Attributes Resource Guide

Attribute	Book	Article	Program/Video
Objective Degree your judgment is based on facts and not influenced by personal feelings or preferences.	Confronting Reality: Doing What Matters to Get Things Right <i>by: Larry Bossidy & Ram Charan</i>	Level 5 Leadership	How to Face Reality
Hyper focus Degree to which you consistently engage in an intense form of mental concentration.	Hyper focus: The New Science of Attention, Productivity, and Creativity <i>by: Chris Bailey</i>	The Focused Leader	The Focus and Attention Program
Optimal Time Orientation (OTO) (OTO) - Degree you have a balanced sense of time and live primarily in the present.	Mindfulness: A practical guide to finding peace in a frantic world <i>by: Danny Penman and J. Mark G. Williams</i>	Practicing Mindfulness Throughout Your Work Day	All It Takes Is 10 Minutes of Mindfulness
Courage Degree you are willing to do something that frightens you in order to act in accordance with your beliefs.	Daring Greatly: How the Courage to Be Vulnerable Transforms the Way We Live, Love, Parent, and Lead <i>by: Brené Brown</i>	Have The Courage To Be Direct	The Gift and Power of Emotional Courage
Trust Degree you trust others, yourself, and maintain a confident expectation in a productive and positive outcome.	Trust and Betrayal in the Workplace <i>by: Dennis & Michelle Reina</i>	Want Your Employees to Trust You? Show You Trust Them	The Anatomy of Trust: Brené Brown
Acceptance Degree you totally and completely accept yourself – flaws, limitations, the aging process and all.	Radical Acceptance <i>by: Tara Brach</i>	To Recover from Failure, Try Some Self-Compassion	Unconditional Self-Acceptance
Candor Degree to which you are open, honest, frank, and sincere in your communications with others.	Radical Candor <i>by: Kim Scott</i>	A Culture of Candor	Radical Candor
Flow Degree to which you consistently engage in peak performance “in the zone,” where you are fully engaged	Flow: The Psychology of Optimal Experience <i>by: Mihaly Csikszentmihalyi</i>	Create A Work Environment That Fosters Flow	The Secret to Flow: Mihaly Csikszentmihalyi
Solitude Degree to which you are comfortable being alone to proactively plan, reflect, and renew.	Lead Yourself First: Inspiring Leadership Through Solitude <i>by: Raymond M. Kethledge</i>	The Surprising Benefits of Solitude	The Art of Alone: Intentional Solitude

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Leader, Team & Organization Development

20 Suggestions for Enhancing & Developing Your Self-Actualization

1. Develop a clear and compelling vision for a desired future state.
2. Complete an accurate assessment of your current state, including taking total responsibility for your current situation.
3. Do something outrageous or unconventional. Drive a different way to work, try a new dish or take up a new hobby. Fight familiarization; try new things and sample all that life has to offer.
4. Plan quiet downtime for prayer, meditation, or reflection.
5. Plan one weekend a year to get away all by yourself.
6. Reacquaint yourself with nature.
7. Appreciate the laughter of a child, a sunrise or sunset as if it will be last time you hear or see it.
8. Embrace your past; learn from your mistakes and let go of guilt.
9. Constantly ask yourself how an 'innocent' – a young child full of wonder or an older person who is no longer competitive or ambitious, would frame a current challenge you are facing.
10. When you feel sorry for yourself, help those less fortunate.
11. Belly laugh every day.
12. Don't be ashamed to be good and virtuous in a cynical world; you don't have to silently or politely agree with everyone. A white lie is still a lie.
13. Spend time reading or studying in the "clean air" of pure fields of inquiry – philosophy, science, or mathematics.
14. Write your obituary. What have you left undone.
15. Cultivate a sense of wonder and appreciation.
16. Visit a museum, attend a musical, or go to the symphony.
17. Create and adhere to a "To-Don't List."
18. Spend more time with children or animals.
19. Stop expecting others to appreciate what you do for them; or for those who have wronged you to apologize or feel remorse.
20. Realize that forgiving others is a gift you give yourself.





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MARKETING THE LAW FIRM

APRIL 2018

'Professional Development:' Embracing and Improving Your Leadership Style

By Anne Collier

To achieve your highest potential, to be more “actualized,” you must embrace your leadership style (see Table 1 below). What is your style? Are you an Achiever, Affirmer, or Asserter? What are your leadership shadow behaviors? Which of the *Nine Attributes of Actualized Leaders* do you need to focus on to improve your leadership, to be an *Actualized Leader*?

Table 1: Leadership Styles

Leadership Style	Strengths	Under Stress (Shadow)	Self-Actualized
Achiever Motivation: Achievement Fear: Failure	Organized Detail-oriented Structured Thorough Analytical	Micromanager Tedious and cautious Perfectionist Critical Narrow-minded	Detailed, yet conceptual Organized, yet flexible
Affirmer Motivation: Affiliation Fear: Rejection	Friendly Helpful Trusting of others and trustworthy Humble Altruistic	Avoids conflict and confrontation Indecisive Devalues own needs and wants Sensitive and emotional	Friendly, yet courageous Empathetic, yet candid
Asserter Motivation: Power Fear: Betrayal	Confident Decisive Competitive Courageous Strategic	Controlling Arrogant Impatient Condescending Manipulative	Confident, yet humble Competitive, yet caring

An *Actualized Leader* is someone who more effectively elicits the willing collaboration of others because he or she effectively manages his or her own behavior under stress. Unchecked behavior

under stress is a person's "leadership shadow." The more effectively a leader manages this shadow, the less reactive and more resilient, and therefore, more self-actualized the leader is.

The Actualized Leadership framework and concept of self-actualization is based on the seminal work of Viktor Frankl, David McClelland, Carl Jung and Abraham Maslow, from which two key concepts are derived:

1. Our freedom to choose our response, attitude, and approach to anyone or any situation; and
2. The concept of paradoxical intent, which posits that the more one fears something, the more likely one is to experience it.

The latter concept is critical to understanding the connection between a leader's unmitigated shadows to the leader's experience of what he or she fears under stress. Each leadership style's fear stems from the style's motive driver, as set forth in Table 1. The Achiever, for example, is motivated by achievement and fears failure. When stressed, the Achiever leads by doing it him- or herself, micromanaging and being critical and narrow minded, all but guaranteeing the team's failure.

Table 1 briefly describes the three leadership styles along with corresponding motive drivers, underlying fears, strengths, shadows and behaviors when self-actualized. Each leader has a dominant style and may have a secondary style.

Leadership Under Stress: The Shadow

Under stress, the strengths of each style can become exaggerated, bringing about the leader's underlying fear. If you're like most people, you've identified your leadership style and, like most, are chagrined by your shadow. Don't be. Everyone has shadows; the key to living to your greatest potential — to *self-actualization* — is to manage your shadow so that you are more resilient and less reactive.

Improving Your Leadership Style: The Nine Attributes of Actualized Leaders

The answer to the self-actualization question and the ability to mitigate shadow behaviors is found in the *Nine Attributes of Actualized Leaders* (Table 2). Happily, it's not a foregone conclusion that under stress a leader's shadow drives his or her behavior.

Table 2: The Nine Attributes of Actualized Leaders

Sequence	Level ->	Cognition	Emotion	Behavior
Confidence		<i>Objective</i> Your judgment is based on the facts of a situation and is not influenced by personal feelings or preferences.	<i>Courage</i> You are willing to do something frightening and act in accordance with beliefs, judgments, and convictions.	<i>Candor</i> You are open, honest, frank, and sincere in your communications, especially when providing feedback.
Performance		<i>Hyperfocus</i> You engage in an intense form of mental concentration or visualization focused on a subject or activity, allowing you to be more immersed in the task-at-hand.	<i>Trust</i> You are trusting and are thus willing to develop and maintain a confident expectation in the reliability, integrity, and capability of others.	<i>Flow</i> You consistently engage in peak performance working on challenging tasks where you become so engaged that you lose track of time. You are “in the zone.”
Renewal		<i>Optimal Time Orientation</i> You live primarily in the present.	<i>Acceptance</i> You totally and completely accept yourself — flaws, limitations, the aging process and all — and fully embrace your reality, not fighting, ignoring, or denying it.	<i>Solitude</i> You are comfortable being alone, and cherish rather than avoid this time. You don’t passively pass the time; you actively plan, reflect, and renew.

The *Nine Attributes* fall into two intertwined patterns: Level and Sequence (Table 2). The Levels are Cognition, Emotion and Behavior. The three levels are organized in this manner because a person’s thinking affects his or her emotions, which affects behavior. Typically, a leader can improve behavior by changing thoughts and feelings, the former being the root of the latter.

The three sequences are *Confidence*, *Performance* and *Renewal*. If a leader wants to improve a Behavior, he or she will first want to consider the degree to which he or she experiences the attribute at both the *Cognition* and *Emotion* levels within that sequence.

For how to improve your self-actualization and resiliency, while reducing your reactivity, consider the strategies identified in Table 3.

Table 3: Strategies for Improving the Nine Attributes

Sequence	Level ->	Cognition	Emotion	Behavior
Confidence		<i>Objective</i> Practice describing situations factually and without judgement. Leave out the adjectives. Notice your assumptions; distinguish both implicit and explicit assumptions from what happened.	<i>Courage</i> Consider the worst that might happen; is it so bad? What will happen if you don't take action? Consider how you'd like to be remembered as a leader and which action furthers that vision.	<i>Candor</i> Use neutral, factual language when giving what might be perceived as negative feedback; frame such feedback in your commitment to the person's development.
Performance		<i>Hyperfocus</i> Stop kidding yourself. You aren't multi-tasking; you're multi-switching. Work for 15 minutes on a project without distraction, then decide if you'll work another 15 minutes on it.	<i>Trust</i> Ensure that expectations are clear, set milestones based on the person's experience, and use coaching skills to ensure that your colleague has identified and addressed obstacles to success.	<i>Flow</i> Turn off email, your phone, your computer's volume and work on a project until you're out of ideas; switch to the next project and repeat.
Renewal		<i>Optimal Time Orientation</i> Listen to others, focusing on the core message and the person's feelings and needs with respect to a situation. When you are distracted by the thought of a task, write it down and then continue working.	<i>Acceptance</i> Choose to enjoy your life, flaws and all. Think about all that you have to be grateful for.	<i>Solitude</i> Use the time to yourself to actively plan, reflect, and renew. Engage in an enjoyable activity such as exercise, reading, or cooking.

Summary

Embrace your leadership style, including your shadow, and you can improve your leadership. It's as simple as engaging in one or more of strategies to improve one or more of the Nine Attributes.

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Supercharging Your Firm's Culture: From Stressed to Resilient

Anne E. Collier, JD October 10, 2019

Topics: [Client Relations](#), [Efficiency](#), [Emotional Intelligence](#), [Law Firm Profitability](#), [Law Firms](#), [Lawyer Wellbeing](#), [Leadership](#), [Midsize Law Firms Blog Posts](#), [Practice Engineering](#), [Practice Innovations](#), [Process Management](#), [Talent Development](#)



Have you ever noticed how some lawyers are unflappable while others broadcast stress? We'd all like to be or work with the former — not so much the latter. Now let us consider how lawyers' behavior, and in particular, firm leaders' behavior, affects culture.

A firm's culture is the sum of how its lawyers and staff work together and how they treat each other when under stress. A firm's culture is, therefore, the atmosphere that emerges as a consequence of behavior, especially the behavior of the firm's leaders. This is because the behavior of leaders is the single most important factor in shaping a firm's culture. Culture is determined by the degree to which leaders are resilient or reactive, and act in a manner that belies their fears and stress.

This is "self-actualization", living to one's highest potential because of an ability to operate well when faced with difficulties. "Operate well" means that the person remains objective and *chooses not* to succumb to fear, which would adversely affect colleagues. The person is optimistic, resilient, effective, and solutions-oriented when faced with difficulties. This behavior creates a great culture.

William L. Sparks, PhD, developed the *Actualized Leadership Framework* to measure leadership style and self-actualization. He based the Framework on the seminal works of David McClelland, Carl Jung, Abraham Maslow, and Viktor Frankl, and took from them the following five key concepts:

1. Motive drivers lead people to varying degrees of achievement, relationships, and power (McClelland);
2. Shadow behaviors are negative ones that can be triggered by the stress and fears associated with each motive driver (Jung);
3. Self-actualization is living to one's full potential (Maslow);
4. People have the freedom to choose a response, attitude, and approach to anyone and in any situation (Frankl); and
5. Paradoxical intent posits that the more one fears something, the more likely one is to experience it (Frankl).

Table 1 briefly describes the three leadership styles as defined by McClelland's motive drivers, and their corresponding strengths, fears, shadow behaviors, and self-actualized behaviors. A person has a primary, secondary, and tertiary style, and is self-actualized when able to *choose* an objective, rather than fear-based perspectives, and behave accordingly.

Table 1: Leadership Styles

Leadership Style	Strengths	Shadow (Under Stress)	Self-Actualized Behavior
<u>Achiever</u> Motivation: Achievement Fear: Failure	Organized Detailed Structured Thorough Analytical	Micromanager Tedious and cautious Perfectionist Critical Narrow-minded	Detailed, yet conceptual Organized, yet flexible
<u>Affirmer</u> Motivation: Affiliation Fear: Rejection	Friendly Helpful Trusting Trustworthy Humble Altruistic	Avoids conflict & confrontation Indecisive Devalues own needs/wants Sensitive and emotional Anxious	Friendly, yet courageous Empathetic, yet candid
<u>Asserter</u> Motivation: Power Fear: Betrayal	Confident Decisive Competitive Courageous Strategic	Controlling Arrogant Impatient Condescending Manipulative	Confident, yet humble Competitive, yet caring of others

Let's look more closely at the Achiever. Motivated by success means that they develop expertise and fear failure. When stressed by triggers like ambiguity, imperfection, or the prospect of losing, they *choose* to let the fear of failure drive behavior. The Achiever micromanages and is tedious, cautious, perfectionistic, critical, and narrow-minded, all but guaranteeing the team's failure. This is Frankl's notion of paradoxical intent: the more an Achiever fears failure, the more likely the Achiever will *cause* failure by micromanaging. Worse yet, when in one's shadow, the Achiever believes that micromanaging is *necessary* to avoid failure. It is not of course, and it actually drives away the very team members needed for success. Further, even if Achievement is not a lawyer's primary motive, everyone can likely remember operating under the influence of the fear of failure. None of us are immune to any of the shadows.

Similarly, the Affirmer is motivated by relationships and fears rejection. When stressed by triggers like potential conflict, hurting another's

feelings, or angering another, they *choose* to let the fear of rejection drive behavior. They can be needy, sensitive, insecure, anxious, indecisive, and overly accommodating, all but guaranteeing the team's failure. This is because team members cannot be candid, problems are left unresolved, and conflict festers. When in one's shadow, they tell themselves their behaviors are necessary to avoid rejection and repair or cement the relationship when that actually makes matters worse.

Indeed, as the Affirmer drives away colleagues, it causes the very rejection feared. This is especially the case for both Achievers and Asserters, who find the Affirmer's needy behavior annoying and unnecessarily distracting from the work. In fact, the Affirmer's shadow can be a trigger for both Achiever and Asserter shadows, and vice versa.

Finally, the Asserter is motivated by power and control and fears betrayal. While "betrayal" is a strong word, it includes being either intentionally or inadvertently undermined because of another person's or institution's incompetence. When stressed by triggers such as vulnerability, having to ask for forgiveness, or not knowing, and *choosing* to let the fear of betrayal govern behavior, the Asserter can be arrogant, controlling, condescending, impatient, belligerent, and even manipulative and intimidating. These behaviors guarantee the team's failure because team members fear angering the leader. Members will leave the team or be afraid to take the initiative because it feels risky. Worse yet, when in one's shadow, the Asserter tells oneself that the behaviors are necessary to avoid betrayal and ensure results. Once again, their behaviors just make matters worse, driving away team members, thus causing the betrayal they feared.

We all experience these shadows. Consider the last time you were impatient — you likely were chafing against the lack of control and were concerned that you wouldn't get the necessary results. You were in your fear-of-betrayal shadow.

However, the purpose of focusing on styles and their corresponding shadows is to lay the foundation for the connection between the lawyer's shadow behaviors and the firm's culture. Culture is the collective emotional intelligence of a group, based on the three shadows of leadership styles and self-actualization. Each unmitigated shadow affects a culture, as described in Table 2 below. Table 3 describes how self-actualized leaders can create a different culture.

As you review these, consider the ideal culture, which is: *i)* mildly Detached because ideally lawyers can and do work independently; *ii)* mildly Dramatic because ideally lawyers are polite to each other without sacrificing candor; *iii)* moderately Dependent because ideally lawyers take direction from more senior lawyers; and *iv)* intensely Dynamic because ideally the lawyers regulate their collective emotionality and are rational, objective, resilient and optimistic. Firms with an intensely Dynamic culture are the most successful.

Table 2: Leadership Styles and Shadow Behaviors' Effects on Culture

Leadership Style	Shadow	Culture Caused by Shadow Behaviors	Strategies Transforming into a Dynamic Culture
<u>Achiever</u> Motivation: Achievement Fear: Failure	Micromanager Tedious & cautious Perfectionist Critical Narrow-minded Obsessive	<u>Detached Culture</u> This is the lowest level of team culture. Underlying emotions are fear, anger, and apathy. In the classic "fight or flight" response, members check out physically and emotionally, and express their frustration through covert acts that let them withdraw from the group.	<ul style="list-style-type: none"> • Realize that surface problems are often symptomatic of the real underlying issue(s). • Allow members to acknowledge their anger. • Resolve issues of power, authority, and responsibility. • Develop and implement team decision-making processes that seek input and consensus.

			<ul style="list-style-type: none"> • Encourage participation from all members.
<p><u>Affirmer</u></p> <p>Motivation: Affiliation</p> <p>Fear: Rejection</p>	<p>Avoids conflict and confrontation</p> <p>Indecisive</p> <p>Devalues own needs/wants</p> <p>Sensitive</p> <p>Emotional</p>	<p><u>Dramatic Culture</u></p> <p>This is the second-lowest level of team culture. The norm of politeness being paramount and caring not to hurt anyone's feelings means that lawyers are not candid with each other and fail to address problems. The underlying emotionality includes hope and faith, but it's unrealistic.</p>	<ul style="list-style-type: none"> • Provide honest & critical feedback. • Address poor performance, unrealistic expectations, or obvious problems. • Set challenging performance goals and standards. • Appoint a "Devil's Advocate" to critique the team's performance, plans, and decisions. • Encourage expression of concerns, doubts, or criticism.
<p><u>Asserter</u></p> <p>Motivation: Power</p> <p>Fear: Betrayal</p>	<p>Controlling</p> <p>Arrogant</p> <p>Impatient</p> <p>Condescending</p> <p>Manipulative</p> <p>Blunt</p>	<p><u>Dependent Culture</u></p> <p>This culture is a higher level than both Detached and Dramatic. The underlying emotions are helplessness and fear. Members rely excessively on the leader, rules, tradition, or guidance. They lack critical thinking and judgment, and often avoid responsibility.</p>	<ul style="list-style-type: none"> • Provide clear direction and purpose. • Involve team members in developing specific performance goals. • Provide the group with enough information to move from dependence to interdependence. • Allow members to clarify and communicate their roles and expectations to the entire team. • Develop a "Responsibility Grid."

Table 3: Self-Actualization and Derivative Culture

Behaviors	Dynamic Culture	Maintaining a Dynamic Culture
Applies to all leadership styles Listens Candid Respectful Caring Reasonable Empathetic Conceptual Confident Curious Humble Flexible Resilient Thinks before speaks	This is the highest level of culture. Although some emotionality exists, emotions do not hinder productivity. Lawyers are rational, realistic, responsible, and mature. They communicate honestly and directly, and diverse opinions are expressed openly and without fear of retribution. The firm is productive and effective, which facilitates learning, synergy, and satisfaction.	<ul style="list-style-type: none"> • Protect the team from too many external distractions or influences. • Celebrate team successes & achievements. • Provide ongoing performance feedback. • Provide necessary resources for the group to perform at optimal levels. • Stay out of the way! Do not attempt to micromanage.

Techniques for Improving Individual Resilience & Firm Culture

Which culture(s) most accurately describe your firm? How might your behavior affect your firm's culture? What can you do to supercharge your firm's culture?

The answer? Make it more Dynamic. There are several ways you can help make that happen.

First, recognize when your fears are clouding your judgment. When they do, pause to objectively assess and distinguish fears from facts. Not only does this improve your own resilience, but even if you're not a leader, you improve the firm's culture by staying out of your own shadows. Additionally, staying present and focusing on the work will keep your mind from wandering into those dark and shadowy places.

Second, notice which circumstances trigger your shadows. Be vigilant when presented by them and *choose* your strengths and self-actualized behaviors. You will be more resilient and start to feel better as you are able to quiet negative thoughts. And others will appreciate your oasis of calmness in the center of a storm. You'll also be more effective.

Remember, shadow behaviors never help — they bring about the very disaster you fear. And as leaders, you have the greatest impact on your firm's culture, and thus it's incumbent upon you to improve your self-actualization.

Third, if you notice that a colleague is in the shadow, you can help. Identify the shadow, listen, be empathetic, and offer supportive sug-

gestions, focusing on how objective facts refute the fear. Don’t let a colleague’s shadow trigger your own by taking anything the colleague said personally.

Finally, assess your culture and consider how your behavior might affect the firm’s culture. Stay out of your shadow and implement the advice in Table 2 to transform your team into a more Dynamic team.

*If you’re curious about your primary leadership style, take the short-form free version of the full **Actualized Leader Profile** here.*

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Superpower Confidence Without Certainty

BY ANNE E. COLLIER

“NEVER LET A GOOD crisis go to waste” is often ascribed to Winston Churchill. The sentiment being that even in the face of adversity, life affords opportunities to do things that you could not otherwise accomplish.

Thus far, 2020 has been a difficult year. It certainly has tested and continues to test our confidence. The levels of unpredictability, instability and ambiguity have uniquely stressed us. They seem more like a paradigm shift than the normal vagaries of life. As the “new normal” evolves, some of us feel out of our depth. We question whether the ground we’re standing on is solid. We question our personal myths about what we *should* be doing and how life *should* be. Add the fact that in the United

States we are not accustomed to experiencing scarcity and fear of failure at such a large scale. It has shaken our confidence.

Confidence is knowing that you are resilient, that you have the ability to overcome difficulties, to push back when pushed, to intentionally adapt when necessary. It’s “anti-fragility.” It’s growing a callous instead of bleeding in the face of adversity. We do it all the time. This is confidence. We now need to make it a superpower.

The dilemma is how to do so in the face of profound feelings of vulnerability, which we resist as taboo. That’s why Brené Brown’s TED Talk on the “Power of Vulnerability” received close to 50 million views. We all know we’re vulnerable. It’s our dirty little

As you travel
the path of life,
you can shape
your experience
of the journey.
It can be scary
or replete with
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secret.

It's what we make vulnerability mean about us that makes the secret dirty. The fact that we add meaning, and we are meaning-making machines, means that if we don't think about our thinking, we are at the effect of our thinking, acting impulsively and generating the very thing we fear. Thus, equating vulnerability with weakness and fear with helplessness means we are just that. It's this Conflation Trap that cripples us. Much of life occurs this way.

As you travel the path of life, you can shape your experience of the journey. It can be scary or replete with opportunity. You get to choose. The mechanics of choosing optimism require a higher-order thinking known as metacognition. This means you must possess a keen awareness and understanding of your own thought processes so you can deliberately shift your thinking from victimhood to empowered. Confidence is all in your head, so let's get your head straight.

That means to avoid the Conflation Trap, you must be rigorous in your thinking: recognize that vulnerability is not weakness; it is awareness that an outcome is uncertain. Fear is not helplessness; it is a reaction to the unknown. Thus, vulnerability and fear are signals, which must be properly decoded; they are not indicia of a future in which life doesn't "work out." As we learn to transform our fears into awareness, we get comfortable with our vulnerability because we recognize what it is and isn't, and that we can be both vulnerable *and* empowered regardless of whether the ground is solid.

It also means that if your first instinct is to assign blame, avoid blame or be defensive in the face of any "evidence" of a personal deficiency, you have fallen into the Conflation Trap. If you progress and dig into the problem by adopting a mindset for personal growth, you escape the trap. It's simple: If you are not oriented to persevere, you won't; your mindset determines your success. You get to choose.

12 TECHNIQUES FOR DEVELOPING SUPERPOWER CONFIDENCE

Superpower Confidence requires extraordinary self-awareness and the fortitude to get your head straight. Here's how:

- 1. Think about your thinking.** Superpower Confidence provides the capacity to explore your perspective and examine the meanings you attribute to feelings and facts.
- 2. Adopt objectivity.** Superpower Confidence has you able to be rigorously honest with yourself about what is so. You don't fool yourself. You find you are objective about your own thinking.
- 3. Be in the awareness of your emotion, not the emotion.** You waste time *being* upset, angry or harboring any other negative emotion. Superpower Confidence, instead, has you *be in the awareness* of that emotion; understand it is there, own it, but it's not driving your decisions and behavior.
- 4. Recognize you have choice.** Superpower Confidence means you can choose your thinking, attitude and behavior in any

situation. Challenging circumstances and stress are not an excuse to behave poorly or ineffectually.

5. Identify your Conflation Trap. Recognize the unpleasant emotion and what you are making it mean. Next, recognize what caused the unpleasant emotion. This process allows you to distinguish the fear from the reality that brought about the fear.

6. Recognize your patterns. When experiencing an unpleasant emotion, ask yourself: What events typically bring on this unpleasant emotion? What do I make it mean? What do I notice first when I am headed down this unproductive path? Which situations (including people) are triggers? Recognize and remember so that you develop the insight necessary to distinguish your fear before it becomes your reality.

7. Adopt a growth mindset. Don't choose to view suboptimal results as indicia of your innate abilities. When you notice yourself thinking, "I can't do this," replace it with, "I haven't done this yet" and figure it out. Focus on what you can learn. Be curious and have both grit and a sense of humor.

8. Shift from a blame to a problem-solving mindset. When confronted with a suboptimal situation, focus on how to fix it, not who's to blame. Blame distracts from solving the problem, which is most important.

9. Use blame and defensiveness as a signal. Heighten your self-awareness by recognizing that blame is a choice to be in a fixed mindset. Likewise, if you are defensive, you are dodging blame. Focus on learning and fixing the problem instead. This amplifies your Superpower Confidence.

10. Avoid infectious fear. Those without Superpower Confidence are in a fixed mindset, blame others, live in the Conflation Trap and create their own worst reality, thereby justifying that they were right to be so pessimistic. Don't let others' fears trigger yours.

11. Do what's next. Requiring certainty to take action is a subtle Conflation Trap; it is the equation of fear with failure. Distinguish and move forward. Look for what's next and embrace the challenge.

12. Focus on what you can control. Distinguish what you care about from what you can influence. What you care about is often broader than what you can influence. Focus on what you can influence; don't lament what you cannot control.

Remember what Henry Ford said: "Whether you think you can, or you think you can't—you're right." He knew that Superpower Confidence is yours if you choose it, which also means you determine your own success or failure. **LP**



Anne E. Collier is the CEO of Arudia, a firm dedicated to improving culture, collaboration and communication. She coaches and delivers programming designed to help individuals, teams and organizations achieve greater self-actualization, meaning that they are performing well because they are confident, revitalized and resilient. **anne@arudia.com**

Why Weathervane Leadership Never Works

BY ANNE E. COLLIER

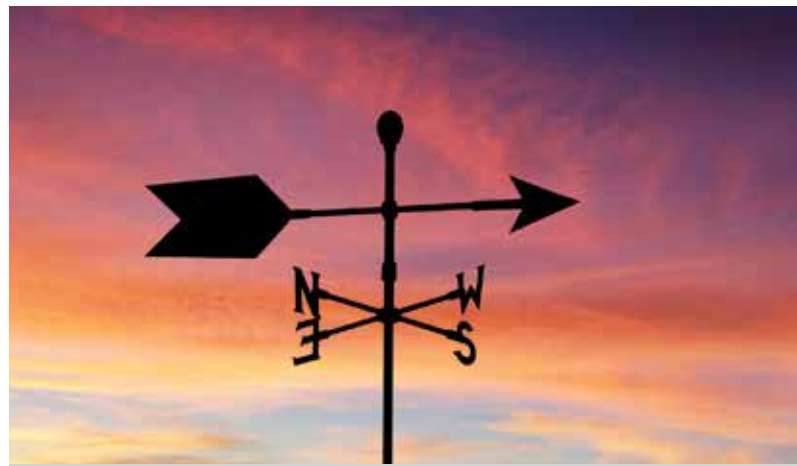
A WEATHERVANE tells you where the wind is coming from at the moment you are watching it, but it's not predictive. It indicates a direction, and then it indicates another. It's decisive and certain, but ever changing. It twirls. It spins. It goes nowhere. By its nature, it is at the effect of the wind.

Have you ever tried working with a Weathervane Leader? You get direction; you feel good about your marching orders. You are busy headed in the direction you thought you and your leader were going, and then you look over and the leader has headed in another direction. Nothing is stable or sustainable; there is no foundation on which to build. In fact, you get the feeling you weren't really headed anywhere at all.

Weathervane Leaders are usually "nice," in the Middle English, early French and Latin sense of the word. To be certain, as the term is used today, Weathervane Leaders are agreeable and pleasant to be around. In fact, that is their downfall because to avoid the ire of colleagues, they placate. They struggle to make unpopular decisions and then eschew standing by them. In their efforts to be "nice," they revert to the more historical meanings of the word, which are not positive but are illustrative. From Middle English and early French, they are "foolish, stupid," and from the Latin *nescius*, they are "ignorant," literally "not-knowing."

Weathervane Leaders talk a lot but don't say much. In all that talking, you heard what you wanted to, but when you later confront the leader, you are *nicely* told that *you* must have misunderstood what was clear to the leader all along. Weathervane Leaders foster confusion and unhealthy dissension by talking to each team member separately, obfuscating the message so that each team member believes in the leader's support only later to find out it was a myth. Weathervane Leaders lack transparency; they don't keep everyone on the same page because they have prioritized keeping them happy, sort of.

Weathervane Leadership is a paradox, or at the very least, ironic. As Weathervane Leaders struggle to be liked, they leave team members angry and frustrated. Team members resent a Weathervane Leader and sometimes even other colleagues.



Team members in this circumstance cannot possibly do their best work.

The problem right now is that during these difficult times, with our concern for our positions, our futures and others' acceptance of us so strong, we risk becoming a Weathervane. To stop this trend in its tracks, to stay true to course, leaders must habitually and frequently self-assess.

GUIDELIGHTS FOR STAYING TRUE TO COURSE

Extraordinary leaders use these Guidelights to remind themselves of what they already know, how to grow and how they can lead with aplomb.

- 1. Be humble.** Admit when you've made a mistake, used poor judgment, don't know or quite simply misjudged circumstances. Don't be defensive, blame others or further obfuscate to avoid looking bad. People usually know what happened and why. When your plan goes awry, use it as an opportunity to build trust by being transparent.
- 2. Be vulnerable.** Allow yourself to feel vulnerable. Attempts to elude vulnerability result in uncomfortable gymnastics that detract from the focus on success while alienating team members.

3. **Be transparent.** Don't allow anxiety about control keep you from sharing information. Team members can't solve problems if they don't have the full picture.
4. **Embrace "difficult" conversations.** Don't avoid "difficult" conversations or sugarcoat bad news. A team can't solve a problem it doesn't acknowledge. Approach every challenge with a problem-solving mindset; by avoiding blame and defensiveness, you transform what you were sure was going to be a thorny interaction into a learning opportunity.
5. **Hold yourself and others accountable.** Make accountability the norm. If a team member is struggling, the discussion about whether the expectations, resources and skill set are calibrated for success is overdue. Your discussion must examine both your instructions and expectations, and the team member's performance.
6. **Be courageous.** Be willing to make hard decisions and own mistakes; you don't tell team members what they want to hear—you tell them the truth.
7. **Team members know what you think.** Be clear so everyone knows and understands your views, and they are the same. You don't "yes" people or waste their time avoiding real conversations.
8. **Be candid.** Be open, honest and frank when giving developmental and performance feedback. Especially during these anxious times, team members need to trust that you will tell them if there's a problem with their performance. This also means eschewing gossip—you won't be tempted to gossip if you are direct and dealing with problems as they arise.
9. **Don't take criticism personally.** To do your best, you must embrace feedback. Recognize when others' stress triggers their harsh words; both discern and learn notwithstanding the delivery.
10. **Be supportive.** Team members can be like jealous siblings, jockeying for position, power and projects. They can be threatened by change, especially if it appears that another team member is getting his or her "way." Don't play favorites. Support each of them, which means being transparent about what and why. Clarity and support fosters collaboration.
11. **Listen to team members.** Seek out diverse opinions and thoughtfully consider them.
12. **Make the hard call.** Do what is right even when unpopular, difficult, embarrassing or at personal cost. The duty to the organization you lead trumps all. Have grit.
13. **Know when to decide.** Have a keen sense of when a decision must be made, the information you need, and whether and when it will be available.
14. **Be decisive.** Be clear about what and why. Balance staying the course with adjusting for new circumstances.
15. **Don't try to go it alone.** Value and trust your team and their skills and perspectives. Seek out and thoughtfully consider their views.
16. **Critically think about your thinking.** Know yourself. Know when you are too tired or stressed to be effective and when you are letting personal biases or fear affect your judgment. Recognize when fear is present and that it is an emotion to be distinguished from reality. Do not let fear drive decisions; stay objective about what has happened, what you know, what you don't know, and what you need to know to best proceed. (For more insight into implementing this Guidelight, see "Superpower Confidence Without Certainty," in the September/October 2020 issue of *Law Practice*.)

Relentless commitment is the key to great leadership. Follow these Guidelights, learn from mistakes, and don't forget to celebrate successes. **LP**



Anne E. Collier is the CEO of Arudia, a firm dedicated to improving culture, collaboration and communication. She coaches and delivers programming designed to help individuals and teams achieve greater self-actualization, meaning that they are performing well because they are confident, revitalized and resilient. anne@arudia.com

YOUR DIGITAL BRANCH, YOUR VIRTUAL LAW FIRM - ENGAGE CLIENTS, KEEP CASES ON TRACK, AND MANAGE YOUR FIRM

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How to Prevent the Fear of Failure from Derailing Success

By Anne E. Collier

IT'S NO SURPRISE that successful lawyers tend to be high achievers. They are perfectionists who drive results; they ensure that every detail is correct, no stone is left unturned, and every “i” is dotted and “t” is crossed. They often become technical experts in their particular field.

GETTING CAUGHT IN THE ‘SHADOW SIDE’ OF POSITIVE ATTRIBUTES

The flip side of perfectionism is the fear of failure. In fact, it's often the fear of failure that drives perfectionism and the willingness to do what it takes to win. That's the upside of fear of failure. The downside is that in its extreme, the unmitigated fear of failure *causes failure*. This is the concept called “paradoxical intent,” which posits that the more one fears something, the more likely one is to experience it.

Stressful circumstances can trigger this unintended consequence by transforming the very attributes that are necessary for a lawyer's success into negative “dark” manifestations of those same attributes. These dark manifestations are referred to as “shadow behaviors” and are set forth in the table below. The shadow behavior is the amped-up negative version of a positive attribute that provides a strength.

Attributes	Shadow Behaviors
Organized	Micromanaging
Detailed	Tedious and Cautious
Structured	Perfectionistic, Obsessive
Thorough	Critical and Pessimistic
Analytical	Narrow-minded, Stubborn

The transformation from strengths to shadow behaviors occurs when one fails to manage his or her own behavior under stress. Consider this: The lawyer strives to be the technical expert from Day 1 of law school. When stressed by triggers such as ambiguity regarding the task or outcome, imperfection in results or the prospect of losing, the lawyer micromanages (especially when the team lead) and becomes tedious, cautious, pessimistic, critical, obsessive and narrow-minded, all but guaranteeing personal and team failure. As the lawyer tries *even harder* to ensure success, the lawyer becomes less effective with each obsessive iteration because the fear of failure manifests itself in more extreme counterproductive versions of positive attributes. Worse yet, when operating under stress and trying to avoid failure, the lawyer believes and operates as though the obsessive, micromanaging behaviors are *necessary* to avoid failure. The paradox is that the behaviors only make matters worse as the lawyer's judgment becomes further warped, efforts become more ineffective and failure becomes more likely. This is the mind game that the fear of failure shadow plays. Add to this that no one wants to work with a micromanaging, pessimistic, stressed-out lawyer, and the very team members who are necessary for success detach from the project and the lawyer as soon as practicable.

Some might be skeptical of the existence of shadow behaviors or their effect on efficacy. Consider that it's almost impossible to be creative or see options when pessimistic. It's almost impossible to calculate and take the risks necessary to succeed when tedious and cautious. It's almost impossible for a team to function well with a micromanaging and perfectionist leader. Achieving results requires staying out of the shadows.

When operating under stress and trying to avoid failure, the lawyer believes and operates as though the obsessive, micromanaging behaviors are necessary to avoid failure.

CHOOSE OBJECTIVITY INSTEAD

Thankfully, the lawyer *can* choose a different behavior, even when under stress. While this is a simple concept, it is most assuredly not easy to effectuate. It requires awareness of the mind game the paradox plays, which is difficult because when a lawyer is caught up in the fear of failure, the lawyer feels compelled to obsess and micromanage; the lawyer is wearing blinders. Another paradox: Since the lawyer doesn't believe there is choice, there is no choice. Without perspective, the lawyer is rendered ineffective, unable to be flexible, consider options and make well-reasoned strategic decisions. The rub is that the lawyer must remain objective, not just about the work; the lawyer can't believe every thought without questioning it.

A lawyer cannot be objective in questioning the lawyer's own thinking without perspective, and that perspective can be achieved by understanding the Ladder of Inference. The Ladder of Inference is the process by which the mind makes giant leaps from simple observations to what the observations mean, to taking action based on the observations. When a person is under stress, the meaning attributed to the observation is exponentially magnified, misguided and negative. Consider the example in figure 1. The lawyer climbs up from learning about the facts of a case, to focusing on negative implications, to concluding that the matter can't be won, further concluding he or she is a failure and is going to be fired or lose the client. The lawyer then becomes micromanaging, obsessive and pessimistic, working a counterproductively excessive number of hours because the lawyer is unable to maintain judgment and efficacy. The wheels are spinning but going nowhere.

The Ladder of Inference never goes anywhere good or productive. For example, every lawyer has received constructive feedback from a colleague or client at some point. The lawyer usually does not embrace the feedback, thinking, "Isn't this great! I am so lucky someone took the time to critique my work. I'll be a better lawyer for it!" Instead, the typical lawyer climbs up the ladder even if for just a minute, worrying about career and financial security. How long the lawyer stays in the shadow—up the Ladder of Inference—depends on how quickly the lawyer realizes he or she has lost perspective and climbs down the ladder, out of the shadow.

INITIATING THE CLIMB DOWN THE LADDER OF INFERENCE

An occasional climb up the Ladder of Inference is almost inevitable. The key to achieving good client outcomes and maintaining personal efficacy and resilience is to climb down, and to do so quickly. This requires the lawyer to be objective about the lawyer's own thought processes, which means distinguishing between what happened and the meaning the lawyer has attributed to what happened. To do so, the lawyer must ask him- or herself several questions:

Figure 1 Ladder of Inference



- What happened here?
- What am I making it mean?
- What is going on?
- What else could it be?
- What perspective will be most productive?

Once the lawyer has answered these questions, the lawyer can choose both a different interpretation, causing the lawyer to choose different behaviors. This is because what a person thinks about a situation influences what the person does. How does a lawyer know which alternative interpretation and behaviors to select? The best choice is the one that results in the lawyer feeling a sense of relief and even excitement about moving toward resolution and success. If the lawyer is anxious or paralyzed, then the lawyer is still in the fear of failure shadow, at the top of the ladder. While these concepts are simple, they are assuredly not easy to implement when most needed. And yet, it's worth developing this intellectual muscle. It's worth it because the swirl of doubt and fear is debilitating. It's worth it because being the oasis of calm in the middle of the storm makes you a leader. It's worth it because resilient lawyers lead, succeed and enjoy their practice.

To learn your primary leadership style and corresponding shadow—which is based on the work of Dr. William Sparks, who also developed the Actualized Leader Framework and Profile—take the free short form version at www.alpfree.com. **LP**



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Why Trust Is a Management Tool

BY ANNE E. COLLIER

The way to make people trustworthy is to trust them.

—Ernest Hemingway

IF IT WERE ONLY AS SIMPLE AS THAT. How can a lawyer trust an associate he or she never worked with? Or had a bad experience with? “There’s too much at risk,” the lawyer justifies. Here’s the rub: If the lawyer doesn’t trust associates, the lawyer can’t grow a book of business. Who will do the work?

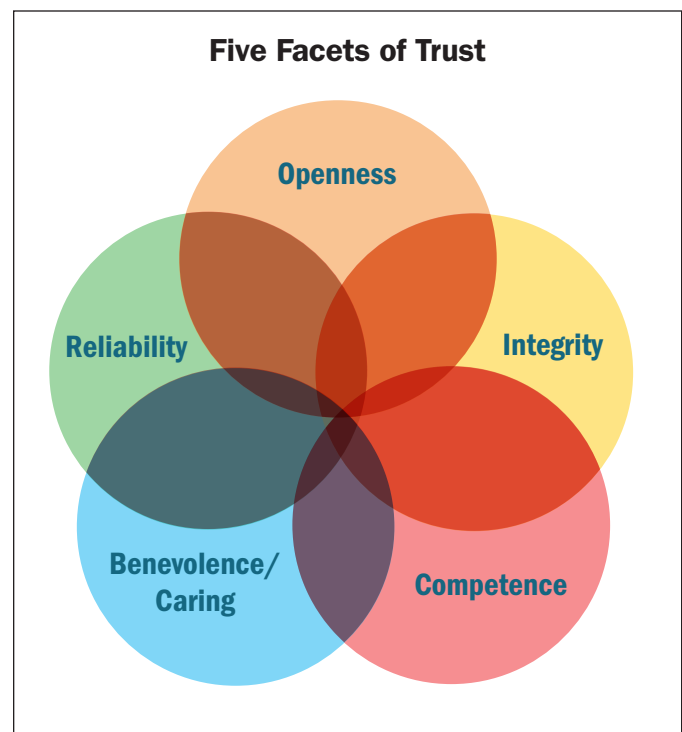
Trusting associates is necessary to serve clients. That said, no lawyer feels comfortable blindly trusting. Whether an associate can be trusted isn’t a reflection of character. Instead, it is a management issue. The skill of developing trustworthy associates is essential to a thriving practice.

When a lawyer trusts an associate, the benefits are immeasurable. The lawyer is less stressed because the work is getting done. The lawyer isn’t as likely to be frustrated by differences in work styles. The lawyer can fix problems quickly because the associate doesn’t hide mistakes or fear asking questions. They work efficiently and effectively together. Feedback is honest and timely. They are a powerful team focused on what matters: serving clients.

Trust is hard to define. It’s based on a combination of objective and subjective evaluations. To trust an associate, the lawyer must believe the associate to have integrity, to be reliable, competent, caring and open. Where distrust exists, opportunity persists. The lawyer who identifies and proactively builds a trusted team wears the mantle of success with ease. That’s what is at stake.

To address distrust, the lawyer must first define it as an issue with one of the five facets of trust in order to determine and implement the solution.

Reliability: The associate is conscientious and hardworking, committed to getting results with every assignment and willing to do what it takes.



- **When it’s missing:** Consider that the associate might not understand deadlines and expectations regarding work product; discuss and confirm with the associate by using open-ended questions to ensure understanding.
- **Example:** An associate consistently delivers work late and fails to devote sufficient time to it. Your discussion reveals that the associate is taking on too much work and makes decisions about whose work to complete first without consulting the partners. Going forward, the associate will make you aware of the conflict so the partners can prioritize.

Competence: The associate delivers consistently excellent work product, exercises good legal judgment and holds him or herself to high standards of excellence.

- *When it's missing:* The associate may lack adequate experience or training, or misunderstand expectations regarding the facts, law, work product or deadlines. The associate might not plan ahead, and consequently, runs out of time, providing slipshod work product at the last minute. The associate doesn't understand the larger context. Determine what's missing and take the appropriate steps.
- *Example:* A newly lateralled associate is smart and hardworking but is delivering superficial work product. It turns out the associate doesn't understand expectations regarding work product because the associate last worked at an agency that didn't do this kind of work. You discuss and provide context and examples of work product.

Benevolence and Caring: The associate has your back, keeps confidences, generally looks after your and others' well-being, and has positive interactions with you and on your behalf.

- *When it's missing:* This distrust is often the most difficult to repair. You have a "bad feeling" about the associate, you had a bad experience with the associate, you don't think the associate cares about the work or serving clients, or the associate seems to undermine you. Be sure to address misunderstandings, which could be the source of the distrust. Consider whether the distrust is a lack of reliability or competence.
- *Example:* You think the associate is intentionally leaving you off emails concerning your client. It turns out the associate didn't want to clog your inbox, noting an offhand comment you made about "unnecessary cc-ing."

Openness: The associate doesn't hide problems and does come to you with questions and includes you on emails to others.

- *When it's missing:* The associate is not responsive. The cause could be that the associate is overwhelmed, introverted or afraid to bother you. Discuss work styles and your expectations for working together, including when it's appropriate to consult you, and your expectations regarding frequency and method of communication.
- *Example:* An associate regularly takes two days to respond to email, if at all, and almost never seeks out face-to-face conversation in part because the associate works at home most days. During your discussion, you learn that the associate is introverted and has a different sense of urgency than you have. You clarify that you expect a response within a few hours, even it's merely, "on it" or indicating when the associate will have time to address the substance of the email. You also agree on a better balance between working at home and in the office.

Whether an associate can be trusted isn't a reflection of character. Instead, it is a management issue. The skill of developing trustworthy associates is essential to a thriving practice.

Integrity: The associate's thinking, words and actions align. The associate is truthful and forthcoming.

- *When it's missing:* Consider the fuller context. Are you approachable? Do associates feel comfortable challenging you or asking questions because they don't understand? Are you always busy? Do you have a blame or problem-solving mindset when it comes to dealing with challenges? Do *you* have integrity? Do you address issues as they arise? If you don't make it safe for the associate to approach you, the problem is of your making.
- *Example:* An associate agrees to bring problems and questions to you, and repeatedly leads you to believe that tasks are completed. You subsequently find out that they aren't. It turns out the associate doesn't know how to handle the situation and is paralyzed by fear of failure and of talking to you.

To proactively evaluate trust, ask the following questions:

1. How do you rate the level of trust on a scale of 1 to 10?
2. Which facet(s) of trust is/are implicated?
3. What are two steps for improving trust that you are willing to take and a timeline for completion?
4. What are two steps that improve your experience of trust that the associate could take and a timeline for completion?

Now that you understand why trust is a management tool and what to do when you distrust an associate, take the steps necessary to manage toward greater success. **LP**



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[LPM – The Thriving Lawyer – January/February]
[Word count: 989]
[Headline] The Power of An Accountability Partnership
[Byline] By Anne E. Collier

Accountability is usually a bad word. Or at the very least, its mention brings dread to lawyers at all levels. When someone says “accountability,” it’s because something went terribly wrong. There is a failure tinged with scathing judgment about the associate’s commitment, intelligence, or both. The partner is frustrated by being let down. The associate is “in trouble,” and stressed because of it and the consequent cascade of feelings of failure and thoughts of career disaster. When the topic of accountability surfaces, it’s not because things went well, and the associate is always to blame.

But is that blame accurately placed? More to the point, and because blame is not productive, is the associate the person in the best position to remedy the predicament? No, not usually. While some associates don’t have the intellect or drive to thrive at a firm, many can produce much higher quality work product when the partner focuses on process. Further, and practically speaking, the partner who eschews this responsibility does so at the partner’s own peril; the associate, especially if quite junior, may not have the maturity or work experience required to understand what’s missing and what to do differently, obvious as it seems to the partner. Quite simply, to avoid frustration, the partner must have reasonable expectations about the associate’s level and ability to understand what the partner needs and why. The partner must also provide support.

Enter accountability. Accountability at its worst is a finger-wagging rebuke. Accountability, at its finest, is a powerful partnership in which a supportive process produces better outcomes. If asked what a lawyer wants from associates, the lawyer’s answer usually boils down to one salient deliverable: the lawyer wants the associate to think critically, producing excellent work product. The lawyer does not want the associate to “check the box,” delivering work that is superficial and nearly worthless.

When you actualize the power of an accountability partnership, you, the partner, have someone in the boat rowing with you. And that person is a strong rower. The irony is that a powerful accountability partnership is one in which you, the partner, are *accountable*. You heard it right: you have responsibilities in the partnership to set up the associate for success. You need to think of yourself as a teacher, so that you instinctively support the associate. The associate consequently is enabled to produce higher-level work. The associate’s commitment in the accountability partnership is to take direction, work hard, and strive to learn as much as possible while serving you and the client. Before you resist, citing lack of time as the reason, consider that you don’t have the time to do it all yourself. You need the best possible support so that you can effectively serve current clients while bringing in new business. Paradoxically, if you fail to heed this advice, you will spend more time doing the work yourself. Let’s set you up to avoid this paradox.

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Seven Habits for Creating A Successful Accountability Partnership

A successful accountability partnership requires you to utilize the same skills that make you a great lawyer – being proactive, deliberate, and practically strategic. Incorporating these seven habits into your management style will facilitate the structure necessary for mutual accountability and success.

1. Be the teacher. For the associate to produce the best work, remember you are a teacher and act accordingly. Your goal is to develop the associate into a fine lawyer, whom you can increasingly rely on for years to come.
2. Have reasonable expectations. Be realistic about where the associate is on the journey to develop into an exceptional lawyer. Ideally, you are challenging and developing the young lawyer and providing the support necessary to succeed.
3. Ensure understanding by encouraging questions. When you give an assignment, be sure to ask the associate “what questions do you have?” This signals that you assume the associate has questions. Schedule time to discuss the project after the associate has had time to review the file. Make it clear that you expect the associate to be prepared with a list of questions.
4. Don’t just delegate, plan. Setting up the associate for success requires you to be thoughtful about timelines, taking into account how much time you and the associate each need to fulfill your respective obligations.
5. Be accessible. Whether you are working distanced because of the coronavirus, travel, or being based in different offices, as the partner it’s your responsibility to be accessible to the associate. It should go without saying that if an associate has a question, you want to answer it to ensure that the work stays on track and without delay. No associate wants to “bother” a partner, so be positive about contact and schedule “casual” check-ins.
6. Check in at meaningful milestones. A critical aspect of a partner’s plan is establishing milestones for checking in. Such check-ins ideally occur once the associate is immersed in the facts, gotten a sense of the legal landscape, and at other significant junctures. This minimizes the risk that the associate inadvertently deviates far from the proper course, and allows for a timely course correction.
7. Incorporate time for a second associate round. Work backwards from the deadline, request the associate’s first draft with sufficient time for you to provide comments and for the associate to incorporate those comments into the final product. Realistically, on occasion you won’t have this luxury, but your default cannot be the “it’ll be quicker if I do it myself” trap. This robs the associate of the opportunity to learn, and robs you of that strong rower. If you do the work, the associate doesn’t learn, and you continue to do the work. There’s that pesky paradox.

The prescribed techniques are not micromanaging. A micromanager hovers, dictates every step, and does most of the work. When you choose to be accountable, the associate is

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accountable, empowered, and supporting you. This is the power of an accountability partnership.

[Bio Box] Anne E. Collier is the CEO of Arudia, a firm dedicated to improving culture, collaboration and communication. Anne is an expert leadership coach steadfast in her commitment to excellence and her clients' goals. She coaches and delivers programming designed to help individuals, teams, and organizations amplify accomplishments, improve financial stability, and achieve greater self-actualization; they perform well because they are confident, deliberate, and resilient. **anne@arudia.com**

Actualized Leader: Handing A Colleague A Flashlight

Steps

1. **Recognize** the shadow behavior. If it's negative, it's a shadow!
2. **Listen Hard** for the underlying fear. Is it fear of Failure, Rejection, Betrayal, or something else?
3. **Empathize** and use a **Win-Win mindset**. Acknowledge that you get it.
4. **Hand Staff the Flashlight** using **Objectivity, Hyperfocus, or by Being Present** to step out of the shadows.
5. **Use Coaching Skills** to support staff in stepping out of their shadow, improving resilience, and reducing reactivity.

Applying the Process

1. Think of a time when a colleague has been exceptionally stressed.
2. Was the underlying fear Failure, Rejection, Betrayal, or a combination?
3. What do you think was going on? What was your colleague feeling? What was the concern?
4. Apply a Nine-Attribute Strategy: Which strategy or strategies would have been a "flashlight?" (Consider: Objectivity, Hyperfocus, or Being Present first.)
5. **Use Coaching Skills** to support staff in stepping out of their shadow, improving resilience, and reducing reactivity. Role play with a colleague.
6. What did you learn from your role-play?