



# VIBRANT LEADERSHIP

The Art of Transcendent Leadership

---

---

---

---

---

---

---

---

## VIBRANT COACHING GUIDELINES

- No One Gets to Be Wrong Only Partially Right
- There is Learning in Everything
- Truth Telling, Honesty and Candor are Expected
- Everything Gets to Be Messy If It Needs to Be




---

---

---

---

---

---

---

---

philosophy: n. [ fi  
lössæfee ]

1. examination of basic concepts
2. school of thought
3. guiding principles or underlying thoughts
4. set of beliefs or aims




---

---

---

---

---

---

---

---

15,  
969



---

---

---

---

---

---

---

90%



---

---

---

---

---

---

---

LOOK



---

---

---

---

---

---

---

You are living  
organism.

A highly organized  
structure with the  
capacity to use energy.  
Equipped to respond to  
stimuli.

You grow.

You must be suited to  
your environment for  
sustainability.




---

---

---

---

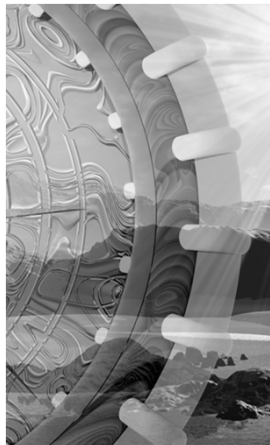
---

---

---

---

X X  
←————→  
YOUR LIFE LINE




---

---

---

---

---

---

---

---

"I am called to be  
faithful, not  
successful."




---

---

---

---

---

---

---

---

"I am called to be faithful, not successful."




---

---

---

---

---

---

---

---

"I am called to be faithful, not successful."




---

---

---

---

---

---

---

---

WHO IS A LEADER?




---

---

---

---

---

---

---

---



**We are all Leaders.**

Leaders with the spirit of ubuntu.



---

---

---

---

---

---

---

---



**WHAT THE WORLD  
REALLY NEEDS IS  
MORE LOVE AND  
LESS PAPERWORK**



*"A leader takes people  
where they want to go.  
A great leader takes  
people where they don't  
necessarily want to go,  
but ought to be."*

—Rosalynn Carter



---

---

---

---

---

---

---

---



**LOOK AT ALL THIS WORK  
I HAVEN'T DONE YET**  
A NEW ECONOMIC  
ENVIRONMENT



---

---

---

---

---

---

---

---

## Rapidly Changing Variables

Speed of Information  
Transfer

Flattened Hierarchy of  
Power




---

---

---

---

---

---

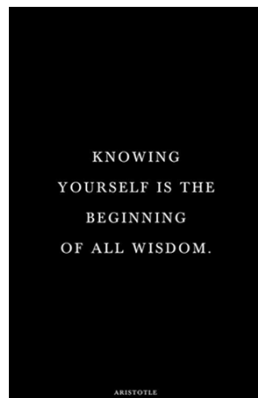
---

## Research says...

The Two Most Sought After  
Skill Sets of Leaders are:

Creativity

Mindful Self-Leadership




---

---

---

---

---

---

---

## CHALLENGES or OPPORTUNITIES FOR INNOVATION?

- Transparency and Speed of Communication

Vs.

- Socially Engaged Culture




---

---

---

---

---

---

---

## CHALLENGES or OPPORTUNITIES FOR INNOVATION?

- Four Generations in the Work Force

Vs.

- Conscious Leadership




---

---

---

---

---

---

---

---

Dave Carroll United Breaks Guitars




---

---

---

---

---

---

---

---

## CHALLENGES or OPPORTUNITIES FOR INNOVATION?

- Leadership without Virtue

Vs.

- Vulnerable Public Relying on Our Expertise




---

---

---

---

---

---

---

---

The  
VIRTUE  
of the leader defines the  
environment.

Their ideals...and ideas create the future.



---

---

---

---

---

---

---

---

What was her  
big idea?

Adventure



---

---

---

---

---

---

---

---

What was her  
big idea?

Entrepreneurship



---

---

---

---

---

---

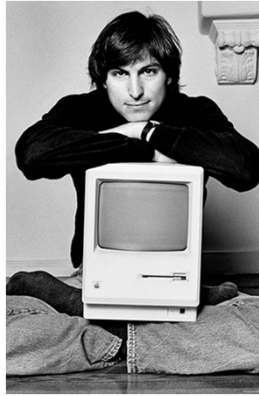
---

---



What was his  
big idea?

Think Different




---

---

---

---

---

---

---

---

What was his  
big idea?

Equality




---

---

---

---

---

---

---

---

What was her  
big idea?

Lean In




---

---

---

---

---

---

---

---

What was her  
big idea?

Communicate  
&  
Coach




---

---

---

---

---

---

---

---

Today Human Capital  
is the Key

People are the mediums for ideas.  
Leaders set the Stage.




---

---

---

---

---

---

---

---

The Solution to Our  
Challenges

TRANSCENDENT LEADERSHIP




---

---

---

---

---

---

---

---

# Transcendent Leadership in History



---

---

---

---

---

---

---



---

---

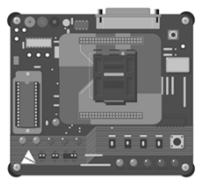
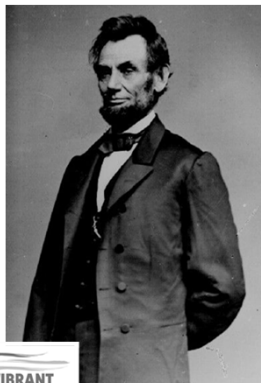
---

---

---

---

---



---

---

---

---

---

---

---

Never doubt that a group of thoughtful,  
committed, citizens can change the world.  
Indeed, it is the only thing that ever has.  
-Margaret Mead




---

---

---

---

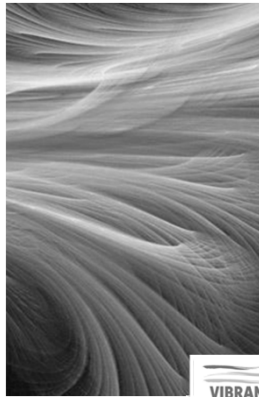
---

---

---

## Transcendent Leadership Defined

A conscious, demonstrated  
capacity of balanced, inspired,  
leadership that influences  
others to rise above self and  
social conformity...  
to contribute their most creative,  
conscious, and relevant work to  
the enterprise or mission.




---

---

---

---

---

---

---

## The Environment is Defined by Leader Transcendent

Conscious of What's Best for All

## Transformational

Follow Me

## Transactional

All about my rules.

## Dysfunctional

All about me.




---

---

---

---

---

---

---

## The Blind Spot of Our Time

- VIRTUE
- VALUES
- INTEGRITY

Our inability to see ourselves clearly, is the obstacle holding us back.




---

---

---

---

---

---

---

## Sustainable Performance

## Environment for Innovation

## Leader's Behaviors




---

---

---

---

---

---

---

## THE TRANSCENDENT LEADERSHIP SCOPE

- Leadership of Self
- Leadership of Strategy
- Leadership of Others
- Leadership of the Organization
- Leadership of Community




---

---

---

---

---

---

---

## THE VIBRANT VIRTUES

- MY TOP FIVE VIRTUES
- MY BOTTOM FIVE VIRTUES




---

---

---

---

---

---

---

Coaching is the catalyst to improving performance and driving transcendent leadership.




---

---

---

---

---

---

---

## Coaching Tools

- The Art of Dialogue
- The Leadership Learning Curve
- The C3: Feed Back Tool
- Feed Forward




---

---

---

---

---

---

---




---

---

---

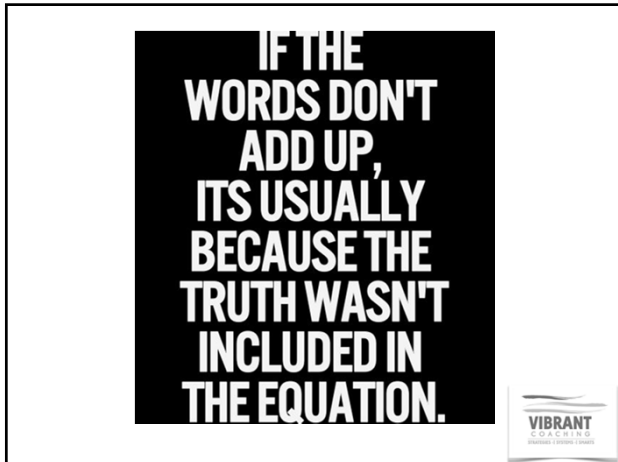
---

---

---

---

---




---

---

---

---

---

---


---

---

## The Art of Dialogue

A Group Coaching Technique

- Dialogue is not conversation.
- Dialogue is not discussion.
- Dialogue Skills
  - Listening curiosity, self-management, reaching the core, choosing to learn, and ultimately making a commitment to a next right step.




---

---

---

---

---

---

---

---

## Dialogue Guidelines

- Everyone gets a turn to share.
- Listen to the person without interrupting or probing.
- Respect all comments and suspend judgement.
- Share time equally.
- Glean the genius in the room.




---

---

---

---

---

---

---

Dialogue is Always About  
Discovery with an  
Intention to Innovate




---

---

---

---

---

---

---




---

---

---

---

---

---

---






---

---

---

---

---

---

---

---

**WE MEET NO  
ORDINARY PEOPLE IN  
OUR LIVES. IF YOU  
GIVE THEM A CHANCE,  
EVERYONE HAS  
SOMETHING AMAZING  
TO OFFER.**




---

---

---

---

---

---

---

---

## MENTAL MODELS

Differences between mental models explain why two people can observe the same event and describe it differently.




---

---

---

---

---

---

---

---




---

---

---

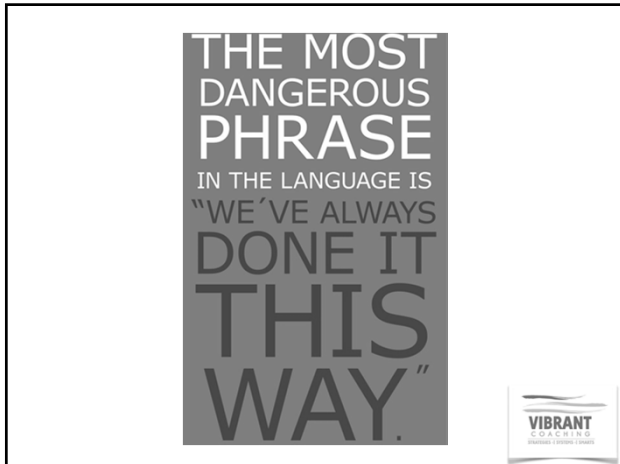
---

---

---

---

---




---

---

---

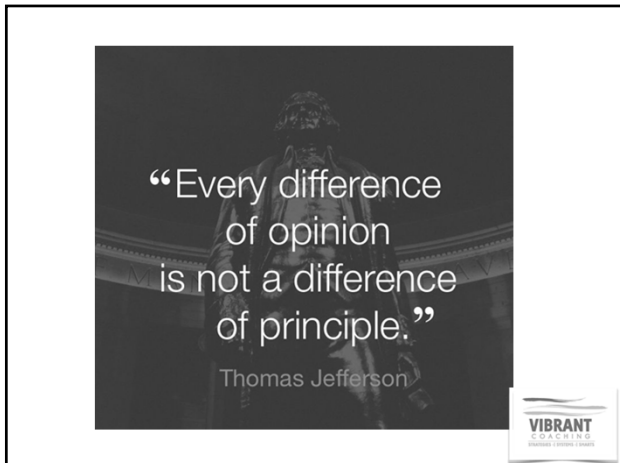
---

---

---

---

---




---

---

---

---

---

---

---

---

**ATTENTION IS  
THE RAREST  
AND PUREST  
FORM OF GENEROSITY.**

- SIMONE WEIL



---

---

---

---

---

---

---

---



---

---

---

---

---

---

---

---

**"EVERYONE YOU  
WILL EVER MEET  
KNOWS SOMETHING  
YOU DON'T."**

-BILL NYE-



---

---

---

---

---

---

---

---

## Dialogue Topic

# How my Virtue is Affecting my Leadership

Dialogue about Your Top Five Virtues: How Do They Show Up in my Work & How Can I be More Intentional

Dialogue about Your Bottom Five Virtues: How Do They Show Up in my Work & How Can I be More Intentional




---

---

---

---

---

---

---

Watch your thoughts; they become words.  
Watch your words; they become actions.  
Watch your actions; they become habits.  
Watch your habits; they become character.  
Watch your character; it becomes your destiny.  
-Gandhi




---

---

---

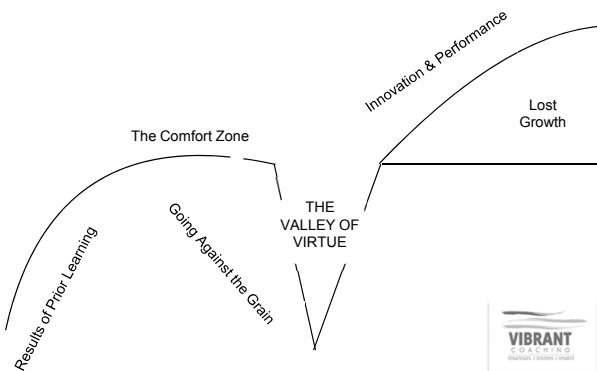
---

---

---

---

## The Leadership Learning Curve




---

---

---

---

---

---

---

## C3

### Giving Individual Feedback

- **Circumstances:** Share what you experienced. Tell the time, date, and details with clarity.
- **Conduct:** Share the behaviors you saw. What exactly was the action that you want to celebrate or correct.
- **Consequences:** Share your reaction to the circumstances and conduct. Invite them to see your perspective.




---

---

---

---

---

---

---

---

## Celebratory C3

Yesterday in our staff meeting..

You contributed three ideas in an enthusiastic way and solicited input to make them better.

Consequently, this led to excitement about our project which was such an encouragement to me.




---

---

---

---

---

---

---

---

## Constructive C3

In the staff meeting yesterday at the end of the meeting as we were leaving...

You stood up abruptly and stated on your way out, "I'll believe it when I see it."

This cynical behavior derailed my excitement about the project. This leaves me anxious and anticipating your reluctance to contribute.




---

---

---

---

---

---

---

---

## Challenges of Leaders

- Needing to Be Right
- Lack of Vision
- Declaring your Territory, Your Methods, and Your Stance on Issues
- Passing Judgment Too Quickly on Other's Ideas




---

---

---

---

---

---

---

## Our Reactions to Feedback

- No, but however
- Yes, but however
- Great, but instead
- Destructive comments



### surprise

Lasts for only one second:

- ① eyebrows raised
- ② eyes widened
- ③ mouth open




---

---

---

---

---

---

---

## How to Start A Movement




---

---

---

---

---

---

---

## Something You Want to Change

- Improve one of Your Bottom Five Virtues
- Enhance one of Your Top Five Virtues
- Be More "On Purpose" with your Leadership
- Get Organized
- Stop Procrastinating




---

---

---

---

---

---

---

## Powerful Questions

- If you get better at just one of these behaviors seen by a significant group of people over a significant period of time, what might happen to your environment?
- How might that impact your organization, your home, and your relationships?




---

---

---

---

---

---

---

## Roles of Feed Forward

- Role #1 Learn as much as you can.
- Role #2 Help as much as you can.




---

---

---

---

---

---

---

## Rules of Feed Forward

- Rule #1 Trust the process.
- Rule #2 No Comments about the Past.
- Rule #3 No critiques about the ideas, suggestions, or input.




---

---

---

---

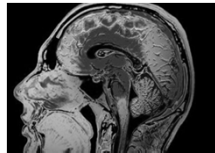
---

---

---

---

## The Four Meta-Factors of Transcendent Leadership



**TRUST  
YOUR  
GUTS**




---

---

---

---

---

---

---

---

## HUMANITY

Leading with the Heart  
Gift of Relationship  
Ethic of Care  
Positive Social Capital  
Emotional Strengths




---

---

---

---

---

---

---

---



## WISDOM

Leading with the Head  
Gift of Judgment  
Ethic of Truth  
Active Objective Judgment  
Cognitive Strengths



---

---

---

---

---

---

---

## COURAGE

Leading with the Gut  
Gift of Action  
Ethic of Justice  
Active Pursuit of Justice  
Instinctual Strengths

**TRUST  
YOUR  
GUTS**



---

---

---

---

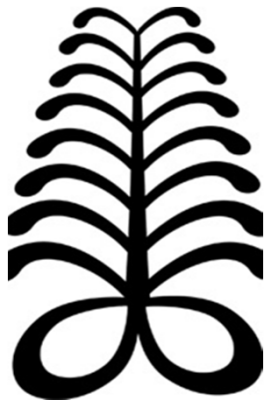
---

---

---

## RESILIENCE

Leading with the Spirit  
Gift of Ideation  
Ethic of Hope  
Positive Adaptive Influence  
Philosophical Strengths



---

---

---

---

---

---

---

## Auto Biography in Five Short Chapters

By Portia Nelson

### Chapter One

I walk down the street.  
There is a deep hole in the sidewalk. I fall in.  
I am lost. I am helpless.  
It isn't my fault.  
It takes me forever to find a way out.




---

---

---

---

---

---

---

## Auto Biography in Five Short Chapters

By Portia Nelson

### Chapter Two

I walk down the same street.  
There is a deep hole in the sidewalk.  
I pretend I don't see it.  
I fall in again.  
I can't believe I am in the same place but,  
It isn't my fault.  
It still takes a long time to get out.




---

---

---

---

---

---

---

## Auto Biography in Five Short Chapters

By Portia Nelson

### Chapter Three

I walk down the same street.  
There is a deep hole in the sidewalk.  
I see it is there.  
I still fall in.  
It's a habit.  
My eyes are open.  
I know where I am.  
It is my fault.  
I get out immediately.




---

---

---

---

---

---

---

# Auto Biography in Five Short Chapters

By Portia Nelson

## Chapter Four

I walk down the same street.  
There is a deep hole in the sidewalk.  
I walk around it.



---

---

---

---

---

---

---

# Auto Biography in Five Short Chapters

By Portia Nelson

## Chapter Five

I walk down another street.



---

---

---

---

---

---

---



---

---

---

---

---

---

---