

“Leadership of Self”

Adapted from Alan Sieler “Coaching to Way of Being” model and Alan Watkins “Integrated Performance” model



If "Trust begins and ends with self", then so does leading others.

Before you step out onto the field of leadership to lead others, first you must lead yourself, and this comes from having the distinction of knowing, feeling and sensing your 'way of being' and your 'way of doing'.

What you do, how you behave, take action and lead others comes from your 'way of being'. Which as you can see from my "Leadership of Self" model below, there are many layers to it.

Let's start from the top - the outcome of the layers in the cake.

We all want a quality of existence that serves us well, that we feel is self legitimizing. If we feel this in our existence then it is more likely we will be able to lead others in a way that they will choose to follow us (which is my definition of what a leader is - others choose to follow you, rather than have to follow you). You may want to ask yourself the question - 'what quality of existence do I want?', or it may serve you better to ask - 'what quality of existence do I deserve?'

Results and achieving things are, in part, a key aspect of you having a quality of existence that serves you well. So, getting the results you strive for, work for, learn for, take action for are critical to you having the quality of existence that serves you well. Leadership and getting results are synonymous, so to be an effective leader, not only must people choose to follow you, you must deliver results. Your results are an outcome of your behaviour and 'way of doing'.

Ultimately, it is how you behave and take effective action, which includes how you use audible language effectively, that others will judge, or assess, whether or not they choose to follow you. It is in your 'way of doing' that you take action to lead others and deliver results. How you lead is a choice, dependent on the situation and those who you lead - you may metaphorically choose to lead from the front, the side or behind. You may choose to be directive, be decisive, be curious, be a listener, be empathetic, be courageous, be vulnerable and on it goes. This is situational and related to your ability to observe the environment, have the self awareness to know what style of leadership will deliver the best results and ensure others choose to follow you, as well as that you are competent to lead in these different ways.

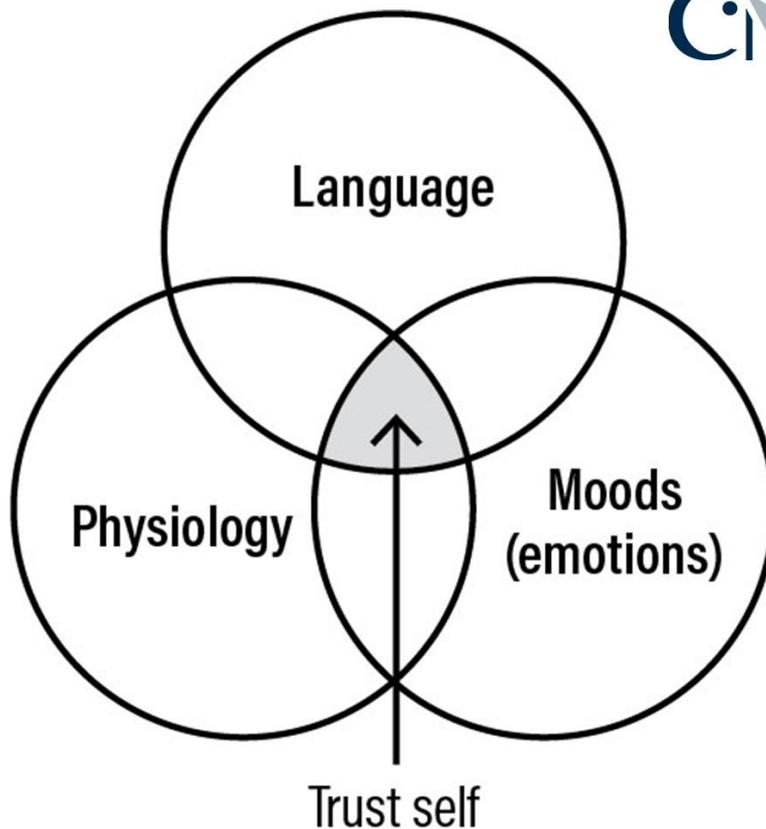
Now let's get into your 'way of being' -

What is your 'character'? It is what lies below the surface between your 'way of being' and your 'way of doing'. It is an amalgamation of what stories you tell yourself, your lived experience, your family background and your culture. It is also a feeling based on the energy that moves you from the inside and what you sense and notice in your body, where your nervous system holds you to ransom at times, and also frees you to observe possibilities for future action at other times - especially if you make the choice to observe what it is 'telling you'.

Our 'way of being' consists of three domains -

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The *language* we use (both 'in our head' and audibly to others), the *moods / emotions* that 'we find ourselves' in, and what we 'sense / notice' in our *physiology*, is 'our way of being'. If we can live in all three domains consistently then there is a good chance we can find trust in our self - our authentic self.

However, from a leadership perspective it is more complicated than that, hence me building on the work of Alan Sieler's 'coaching to the way of being' model and Alan Watkins' 'integrated performance model' to bring to you my "Self Leadership" model.

We have covered the top layers of **The quality of our existence** and our **Results / Behaviour** in our 'way of doing', as well as the layer at the top of our 'way of being', which is our **Character**. Now let's keep going deeper -

Thinking - this is what you hear yourself say to yourself when you choose to listen to your internal narrative. These are the stories you tell yourself about what is / is not possible; about why you do / don't like or trust someone; about whether or not you had a happy childhood; about whether or not your relationships are fulfilling; about whether or not you are a perfectionist or an '80 percenter'; a planner or a free spirit; about whether or not you are a leader / a corporate animal / an entrepreneur / a success / a failure - and on and on it goes. It is in this domain you tell yourself what your values and virtues are, what your beliefs, morals and standards are. It is in this domain you will be confusing assertions (facts) with assessments (beliefs), that will shape your character and the action you ultimately take.

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Feeling - this again is your internal narrative, however in this case it is how you make sense of the domain of your moods / emotion and the energy that moves you. As human beings "we are meaning making machines and we make meaning through language" (*Alan Sieler, Coaching to the Human Soul volume one*). It is here that when someone asks how you are feeling (not what you are thinking) that you may reply, "sad / tired / happy / angry / energised / frustrated / peaceful / excited / curious / inspired / passionate / melancholy etc. (*Newby and Watkins have 150 of these in their book "The Field Guide to Emotions*).

Mood / Emotion - this is the actual energy that is moving around your body, in your neurons through your nervous system, that includes your brain. It is not the language that you use to make sense of it - it is the actual energy. By being truly present in the moment you can feel this energy throughout your body and, with practice both physiologically and cognitively, you can shift it to an energy that serves you better. Think about this statement - "your mood predetermines your action" (*in my book Trust - Begins and ends with self*). This is why it is so important to both observe your mood / emotion and then make meaning of it by describing what you feel - both to yourself and, if asked to others.

Body / physiology - "taking the elevator from your mind to your body" (*in my book Trust - Begins and ends with self*). Picture you taking your thinking (mind) and metaphorically putting it in an elevator and pressing B for body. Allow yourself to let go of your thinking, move through your feeling and energy to your whole body. It is here you can 'sense / notice' another dimension to 'your way of being'. It is here where your deepest stories lie and where possibilities lie too. Sense / notice the twitch in your eye, your tight shoulder, your breathing, the pain in your finger or little toe, the butterflies in your tummy, the ache in your lower back, your tight calf or hamstring. All these 'sensings' and 'noticings' have a story to reveal to you. I say that "we live in our stories and our stories live in us". Well, it is here that 'our stories live in us' and by going deep in the elevator to B we can find them. Taking this back to the domain of leadership, you can re-narrate these stories when you take the elevator back up to the mind and make sense of them, to take action that delivers results and hopefully ensures that others choose to follow you. It is here in the body where the magic happens and where you start the journey to leadership of self and creating the quality of existence that serves you well.

In summary, leadership of self is a prerequisite to leading others effectively. There are techniques of leadership, let's say the 'how' that are in the domain of the way of doing - for example *Brian Hartzler's "The Leadership Star" model*, which is a great read. However, without leadership of self and also trust in self, then your leadership journey is only one dimensional - and that dimension is in the 'doing' dimension. To be a truly effective leader of your team / your function / your company as well as being a leader in society, like trust, leadership starts with self. This is found in the 'being' dimension.

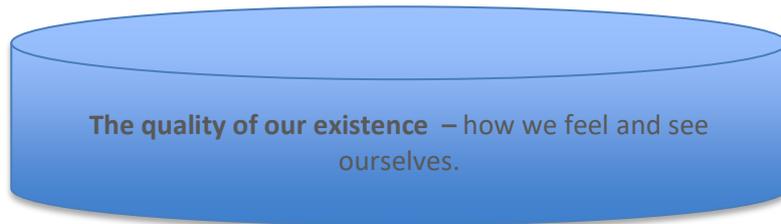
How do you observe your way of being to be a better leader for others?

I use Observe|Choose|Act as a simple framework in my life - which can be found here; www.conoromalley.com.au

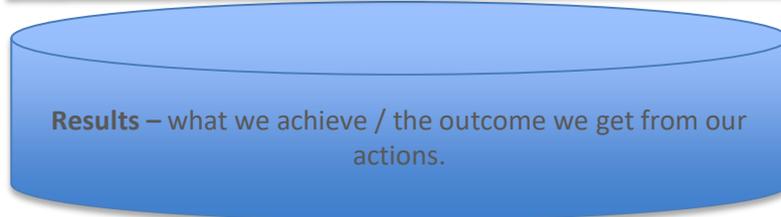
I hope this article and this framework on my website serve you well on your leadership journey.

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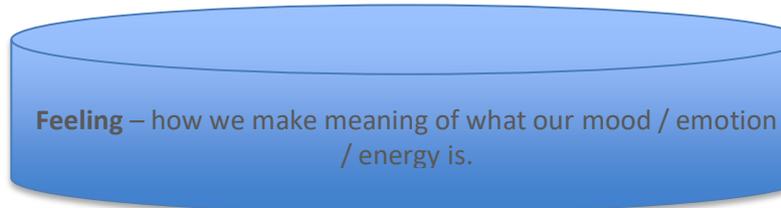
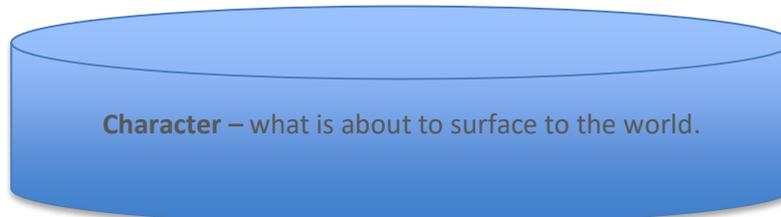
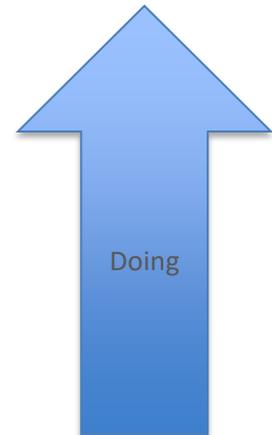
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Our self-worth / legitimacy



Our Way of Doing



Our Way of Being

