

AUTHENTIC

Leadership

*Shaping The Future By
Engaging Communities That
Unleash The Power Within*

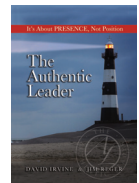
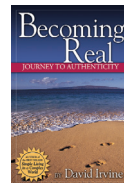
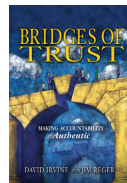


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Authentic Leadership

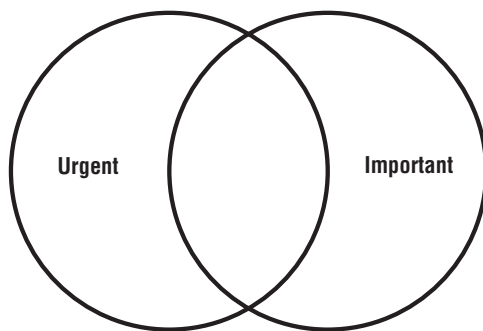
A Key Principle:

You should never be so busy doing that you don't have time to think about what you are doing.

Presentation Overview: Three Questions...

- How do you create a culture that goes from compliance to *engagement* - so that your message goes beyond being an “add on” to a real value?
- How do you influence others - when you have no “positional power?”
- How do you empower others - (e.g. lead others to be leaders)?

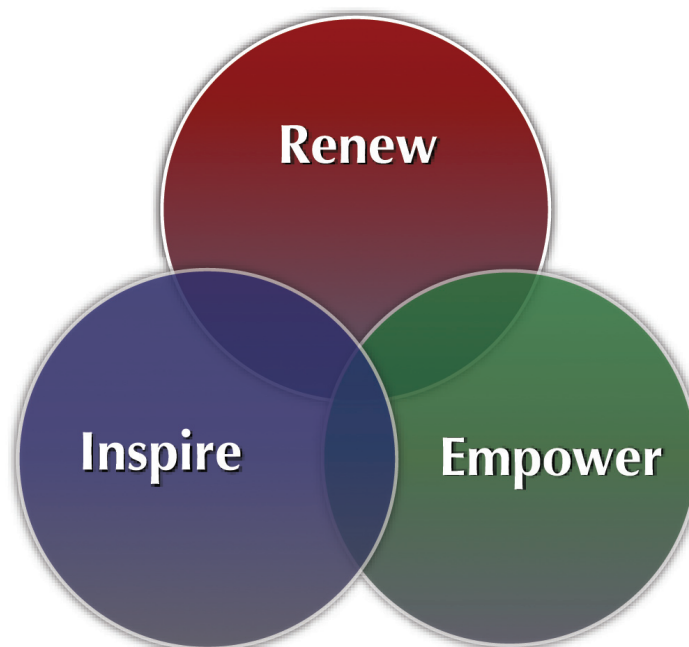
Active Living And The Tyranny of The Urgency...



“The important task rarely must be done today, or even this week. The urgent task calls for instant action. The momentary appeal of these tasks seems irresistible and important, and they devour our energy. But in the light of times perspective, their deceptive prominence fades. With the sense of loss we recall the vital task we pushed aside. We realize we have become slaves to the tyranny of the urgency.”¹

- Charles Hummel

The Three Accountabilities of Leaders



¹ Adapted from Charles E. Hummel, *The Tyranny Of The Urgent*, InterVarsity Press, Downers Grove, Ill, 1994.

Renew: Gifts With A Passion...

Three Questions For Reflection:

- How often have you found yourself at work and discovered that there is some vital, valuable part of yourself that didn't travel there with you?
- What happens to your soul when your special gifts cannot seem to find their place in what you are doing?
- How often have you been in an organization where you found that there is far more talent, capability, and wisdom than the job required or even allowed?

“When the deepest part of you becomes engaged in what you are doing ... when what you do serves both yourself and others, when you do not tire on the inside...but seek the sweet satisfaction of your life and your work. What then? Then you know you are doing what you are meant to be doing.”

- Gary Zukav, Seat Of The Soul

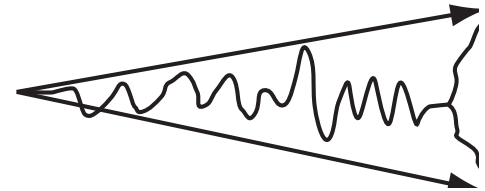
Life Force... And The Power Of Authentic Health

“It's not the men in my life that count - It's the life in my men.”

- Mae West

Michelangelo was asked once how he carved and created such magnificence and beauty from a slab of cold marble: He reportedly replied, “I didn't do anything. God put Pieta and David in the marble, they were already there. I only had to carve away the parts that kept you from seeing them.”

“I saw an angel in the stone - and carved to set it free.”



A Key Premise: The antidote to exhaustion is not rest. The antidote to exhaustion is alignment and wholeheartedness.

“Burnout comes not from hard work but from heart ache.”

- Rabbi Ira Eisenstein

Unique Gifts With A Passion...

- What do you do well that you *don't remember learning*?
- What brings you “deep satisfaction?”
- What is your passion?

Practical Take-Away: Finding Your Voice

- List 3-4 things you do well that you are passionate about in your job? What percentage of your time is spent in this “sweet spot?”
- What is being authentic like for you (How do you know when you are being authentic?)
- Where, in your life, have you been involved in work that was aligned with your authentic self? or
- Where have you been able to mentor someone else to find their authentic self – more “authentically?”
- What are the results of making this connection?

Inspire: A Vision With Love

“People don’t care how much you know until they know how much you care.”

Are You A “Boss” or a “Leader?”

“Being powerful is like being a lady. If you have to tell people you are, you aren’t.” - Margaret Thatcher

Boss (A Position) Transactional
Short Term
Efficiency
Test Scores
Curriculum
Production
Position
CONTROL

Leader (A Presence) Transformational
Long View
Effectiveness
What matters most?
Culture
People
PRESENCE
UNLEASH

A Compelling Vision...

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

-Antoine de Saint-Exupéry

- What was your dream or vision that originally attracted you to work here? How far have you strayed from your dream?
- What turns you on? What makes you eager to face the day?
- What inspires you - to learn the extra skills, to put in the extra time, to go the extra mile?

Leadership And Love...

“Leadership is about LOVE, and if you don’t care deeply about people or your work, or about why you get out of bed in the morning, then you shouldn’t be a leader.”

“The day you decide to be a leader, it becomes about them. Your job is to walk around with a can of water in one hand and a can of fertilizer in the other hand. Think of your team as seeds and try to build a garden. It’s about building people.”

- Jack Welch

For Reflection and Dialogue

- Who has been a “leg-up” person to you? What have you done to acknowledge them?
- Where do you see evidence of “transformational leadership” in your work?
- What are you doing to acknowledge the contribution of transformational leaders?

Practical Take-Away: Making The Connection

Build trust by investing in the emotional bank account.

- How do you make it safe and inspiring for those you *serve*?
- How do you avoid power struggles by finding common ground?
- How do you bring value to others?

The Emotional Bank Account²

DEPOSITS

Kindness, Courtesies, Manners
Encouragement
Seeking To Understand
Listening and clarifying
Keeping Promises
Honesty, Openness
Loyalty To The Absent
Apologies
Letting Go Of Resentment
Inviting Feedback

LISTENING:

Explore
Acknowledge
Respond

Empowerment: Seven Steps

1. Don't take responsibility for other's problems.
2. Be a *light*, not a judge.
3. Maintain a *servant attitude*.
4. Align with allies.
5. Make "active living" a *value* in your culture.
6. Shine a light by telling stories.
7. Create meaningful ways to measure results.

WITHDRAWALS

Unkindness, Discourteousness
Criticism
Seeking First To Be Understood
Talking and assuming
Breaking Promises
Smooth Manipulation
Gossiping, Triangulating, Disloyalty
Pride, Conceit, Arrogance
Holding Grudges
Not Being Open To Feedback, Blaming

THINK Before You Speak:

Truthful
Helpful
Inspiring
Necessary
Kind

Mother Teresa:

*"People are often unreasonable, irrational, and self-centered. Forgive them anyway.
If you are kind, people may accuse you of selfish, ulterior motives. Be kind anyway.
If you are successful, you will win some unfaithful friends and some genuine enemies. Succeed anyway.
If you are honest and sincere people may deceive you. Be honest and sincere anyway.
What you spend years creating, others could destroy overnight. Create anyway.
If you find serenity and happiness, some may be jealous. Be happy anyway.
The good you do today will often be forgotten. Do good anyway.
Give the best you have, and it will never be enough. Give your best anyway.
In the final analysis, it is between you and your Creator. It was never between you and them anyway?"*

"Not everything that counts can be counted, and not everything that can be counted counts."

- Einstein

Personal Promise Making: Growth = Awareness + Risk Taking

In the hallway of my daughter's middle school you will find this quote:

"30 years from now it won't matter what shoes you wore, how your hair looked, or the jeans you bought. What will matter most is what you learned and how you used it."

So... what did you learn today – and how are you going to use it?

² Adapted from a presentation with Stephen Covey, June, 2004