

Principle #1

LEADERSHIP IS AN INSIDE JOB

Know Yourself



Thousands of articles and research papers have been written about leadership. This, the first principle, deals with *you* as a leader: your values, the ways in which you think and behave, and how these affect your actions and your communication with your employees.

Let's start with three universal questions:

1. Who are you?
2. What do you love?
3. How can you restore balance to a troubled world?

After you are able to answer these questions, you are ready to start reflecting on how to be a leader.

WHO ARE YOU?

We live in a world that is more transparent than ever. The Internet has afforded everyone unprecedented access to information that permits unlimited discoveries.

People are using this information for everything from checking out a rash to creating political movements. Using this window into the world, sophisticated users can research the most advanced studies and esoteric information, while even basic users have learned to research the goods and services they need before they pay up or sign up. Before going out to eat, they will check a restaurant's online reputation. If the reviews are bad, they will look in another direction. If the reviews are good, they will proceed with their research and find the menu.

Think of a large purchase you have made recently. I'm willing to bet that some of you obtained a variety of information about what you were buying ahead of time, that you located some options about where to buy it, and that you determined how much you could reasonably expect to pay based on a comparison of prices in your area or even nationally.

It's no surprise that prospective job candidates are doing the same thing. It's easier than ever to find out what's behind the curtain of a place to work. All manner of information is readily available online. Who runs the company and what are their backgrounds? Has the company been involved in any litigation? How does it treat its employees? How well are they compensated? What are the working conditions like? What benefits, such as healthcare, are available? Does the company support continuing education? Does it reach for a higher calling?

Similarly, it's every bit as easy to discover how different individuals lead. Bernie Madoff was able to con people out of billions of dollars because his investors *thought* they knew him. They did not check out his financials before they invested. If they had, it would have been easy for them to spot the very large, very red flags. Through the window of the Internet, the danger signs were hiding in plain sight.

Transparency is a key pillar of leadership. Today, leaders are in the public eye, and someone who takes the time to look will be able to find out a great deal about you. Have you considered what they will discover? Are you aware of how you portray yourself at the office? Do people feel that they really know who you are and what you stand for? Is your authenticity apparent in your leadership style?

Reasonable people don't expect leaders to be heroes. They would simply like to know that they can count on the leaders, that the leaders have their interests at heart and are taking care of the greater whole. They would like to be able to expect that when the sun rises in the morning, they will have a place to go to work. Ideally, this place of work promotes such virtues as honesty, accountability, respect, collaboration, trust, and concern for the future.

Since 1982, and together with two colleagues – Carol Hunter and Tim Rouse – I facilitated a repeating 12-day leadership development program that was presented over 9 months. It was sponsored by the Institute for Career Advancement Needs (ICAN). Initially, the stated goal was coaching leadership development for high potential executives. Ultimately, we figured out that we were helping them, and us, figure out who we are from *the inside out*.

Back then, companies had very little interest in engaging in these sorts of development opportunities. We would walk into an executive's office to pitch the idea, and many times we were greeted with blank stares, or responses like, "Who cares about other people's feelings? How does this help anybody do their job?" Some companies did buy into this idea, and a few were forced to do so through government regulations, so we were able to begin making a difference.

We started Influence as a women-only program at a time when women in the workforce were moving into leadership positions. Three successful years later, I was giving a presentation to the ICAN Board of Directors and the General Manager of the Western Electric Works in Omaha said, "If this program is so valuable, why don't you offer it for men?" In 1985, we started a companion program, Focus, for men.

Over the last 40 years or so, I've seen over 2,500 leaders of several generations come through Influence and Focus and rise through the ranks of their organizations. As they introduced themselves on the first day, each generation of leaders generally shared similar perspectives on their work lives.

- In the 1980s, these leaders, both women and men, would start by stating, "My name is Pat Smith and I work for XYZ organization."
- In the 1990s, they would say, "My name is Pat Smith, I work for XYZ corporation, and I'm married with two kids."
- In the 2000s, a noticeable shift began to happen. Now the introduction was, "My name is Pat Smith, my loves are my life partner, Chris; my children, Emily and Nathan; and Bart, our German Shepherd.... Oh, and I work at XYZ corporation."

Clearly, these high-potential leaders had begun viewing their lives outside of work as every bit as important, if not more important, than what was occurring inside the walls of work. This trend is prevalent across the working world (more on this in Principle #6: Let Your People Live to Work). My belief is that the same values that people expect out of their friends and loved ones (honesty, trustworthiness, genuine care, and concern) are creeping more

and more into the workplace. As work continues to look like home, people are desiring these same characteristics from their leaders, and a company's value is seen less and less through its balance sheet. The traditional assets that make up a company's value (office space, machines, retail locations, reputation, visibility) are being replaced with the value of human capital, which cannot be directly quantified. Innovation, teamwork, productivity, and flexibility are the real assets that help corporations remain nimble through these turbulent times of business change.

Look at all the retailers that have failed recently, such as those that once operated the now-empty stores in malls. Chances are that these companies continued to use the old model of success, including brick-and-mortar stores with visibility and access to shoppers. They continued to move merchandise and put it on shelves, but paid little attention to their brand, their employees, or the typical shopper's experience. While they weren't looking, other businesses were building brand loyalty, investing in their people, and noticing that shoppers were going online and not to the mall. The accumulation of property was not able to save the traditional stores while their respective industries encountered tectonic shifts they were not prepared to handle.

The job of the leader is to harness the company's biggest yet undefinable asset – its human capital – and to usher its workers successfully through the changes occurring in society. It's up to you to notice what's happening in the real world and translate it into a vision for what's going to happen next, and how that will affect the people who work for you.

HOW WELL DO YOU KNOW YOURSELF?

What makes you uniquely qualified to lead? Why are you a leader and your neighbor someone who sells mattresses? What is it about your thought processes, your judgment, your behavior, and your relationships with people that makes you uniquely qualified to manage the livelihoods of dozens or hundreds or thousands of people? At the heart of your success is this principle of knowing yourself from the inside out.

We know ourselves through self-discovery, understanding our roots, examining our values and ethics, and realizing how we are – and are not – like others. We can't appreciate what other people have to offer until we identify how we're different. Ultimately, we must strive to understand how our actions create the problems that we experience. This kind of personal reflection is made faster and easier by using the Emergenetics Profile.

In Emergenetics, we have pinpointed three behavioral factors (**Expressiveness**, **Assertiveness**, and **Flexibility**) and four thinking factors (**Analytical**, **Structural**, **Social**, and **Conceptual**) that everyone possesses. The way each leader uses these behavioral and thinking factors is unique. With an Emergenetics Profile, anything is possible. That's the delight of this system. No one is put in a box with thousands of other people. You have your very own Profile because you are a precious snowflake. OK, that's a joke – but you *are* unique and so is your Profile.

If you have already taken an Emergenetics Profile, here is a review of the seven attributes. If you don't have your Profile at your fingertips, I recommend that you take it out now. If you have *not* taken a Profile, turn to the appendix, where there is a template with adjectives that can help you identify your preferences. Circle the adjectives that describe you, and this should help you understand your Emergenetics preferences. If you do not already have a Profile, be certain to use these pages! You will want to have an idea of your Profile as you read the rest of this book.

You may notice, particularly if you are an **Analytical** thinker, that there are 13 attributes when you count all the thirds of each behavioral attribute as separate factors (e.g., first-third Assertiveness, second-third Assertiveness, third-third Assertiveness). Also, you may be interested to know that all the Emergenetics instruments have gone through rigorous testing, following the *Standards for Educational and Psychological Testing*. (To find out more about this, please go to www.emergenetics.com to review the Technical Report.) The appendix also includes a Tour of the Profiles, which gives an illustration and description of each of the more common Profiles.

Now, armed with either your online Profile or your self-made Profile, read this short description of the attributes to familiarize yourself with them.

THE BEHAVIORAL ATTRIBUTES

The behavioral attributes are scored as percentiles. That means your answers to the behavioral questions on the questionnaire were compared to those of everyone else in the global population. The scores range from 0 to 100 percentiles on three spectrums. We have found over the years that it is useful to group people by thirds.

The behavioral factors can be observed by other people. Remember that after you complete an online Emergenetics Questionnaire, each of your factors – based on your responses – is given a percentile. Behavioral attributes are divided into thirds:



- 33% of the population will fall in the first third (their scores are within the 0-33% percentile).
- 33% will fall in the second third (their scores are within the 34-66% percentile).
- 33% will fall in the third third (their scores are within the 67-100% percentile).

As you will read in Principle #3: The Language of Grace, we never describe the people on any part of the spectrum as missing something or having too much of something. They are fine the way they are. You will never see descriptions like not expressive, not assertive, or inflexible. Instead, we say quiet, peacekeeping, or focused. As a shortcut, we refer to the thirds: “She is first-third

Flexibility,” or “He is third-third **Expressiveness**.” Similarly, you will not see phrases like very expressive, aggressive, or wimpy. It takes a little getting used to, but intuitively it makes so much sense that soon you’ll be saying “third third” and not even realizing it.

What happens to those in the second third? Thirty-three percent of the population can flex their attribute either way, depending on the circumstances. We call them the *It Depends* group.

1. First look at your **Expressiveness**. Are you more comfortable in one-on-one conversations or are you comfortable being on stage? Are you an internal processor or do ideas enter your head and go straight out of your mouth? Do you look to connect very deeply with just a few people or do you have many connections (both deep and shallow) with lots of people? If you answered yes to the first part of each question, chances are you are at the quiet, more internal end of the **Expressiveness** spectrum. Your strengths are that you take time to think before you speak; you probably listen well; and you have a composed, calm demeanor when faced with difficult challenges.

Are you more gregarious and outgoing? You probably fall in the third third of Expressiveness. Many people may see you as exuberant and ebullient, even a show-off. Your strengths are that you are convincing and able to bring many people to the table.

2. Now check your **Assertiveness**. Leaders who are on the easy-going end of the **Assertiveness** spectrum tend to be have a calming presence and take the time to listen to others. The fact that they are not excitable should not be confused with the idea that they do not care. People at the first third of **Assertiveness** may care a great deal, but they don’t run around like a house is on fire. **Assertiveness** is separate from **Expressiveness**. If your preference is to be a natural peacekeeper, don’t be afraid to push your ideas. Most likely you will still operate in a respectful way, so no one will think you are being a bully.

Leaders who are on the driving end of the **Assertiveness** spectrum approach their style with intensity. With this hard-charging approach you know exactly where they stand. If

you're competitive and persistent, make sure you don't bowl over others, and try to respectfully build consensus.

3. Finally, check your **Flexibility**. How do you get things done? Your **Flexibility** determines not only how open-minded you are to other points of view but also your ability to thrive in undefined or changing situations. If your **Flexibility** is in the first third of the spectrum, you are most likely focused and firm. For you, change is difficult. Effective leaders recognize that change is constantly happening whether they welcome it or not. Uncertain situations like mergers, changing company-wide software, or large employee turnover can temporarily rock your routine – but *feeling scratchy* (see Principle #2: Embracing the *Scratchy*) is a healthy sign that you are learning, and that your company is accommodating the present and anticipating the future. To flex your **Flexibility**, go to your **Analytical** preference and remind yourself why a particular change is occurring and what wonderful effects it is going to have.

If your **Flexibility** is in the third third of the spectrum, you most likely welcome change and are energized by having lots of options. You're probably accommodating and don't mind interruptions. Although it's fun for you to discuss everybody's ideas, the more focused members of your team may become frustrated. You can't put off making a decision forever, so eventually you'll have to just go for it.

THE THINKING ATTRIBUTES

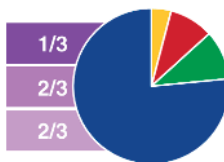
The thinking attributes are measured in terms of your unique brain and how the different attributes relate to each other. In the case of the thinking attributes, the sum of your percentiles is converted into percentages in order to generate a pie chart. If a thinking attribute is 23% of your pie chart or more, it's considered a preference. (If a piece of your pie is at 22%, you're considered a near miss in that attribute.) You may have one to four thinking preferences at the same time.

SINGLE DOMINANT ANALYTICAL



The **Analytical** attribute is logical, data-driven, and rational. It is the objective, factual part of the brain that asks why. A leader

SAMPLE PROFILE



with a preference for **Analytical** thinking will want facts and measurements to inform everything the leader hears, says, and does. **Analytical** thinking is critical,

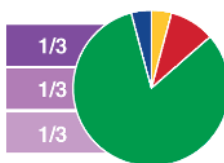
skeptical and has a sound and deductive thought and reasoning process. It is not content with surface descriptions and wants to examine things in depth. This leader will expect the same kind of analysis and rigor from the workforce. The motto is, "In God we trust, all others must bring data." When I talk about the Analytical leaders, only 1% of the population is single dominant in this preference.

SINGLE DOMINANT STRUCTURAL



The **Structural** attribute is process-driven. It's the practical part of your brain that considers details, replicable guidelines, or frameworks. It likes rules, practicality, and any

SAMPLE PROFILE



kind of sequential, numerical, or alphabetical order. It brings order to chaos and asks, "How can we get this done?" The motto is,

"Of course I don't look busy, I did it right the first time." Only 6% of the population is single dominant in this preference. The rest are mixed with preferences of other attributes.

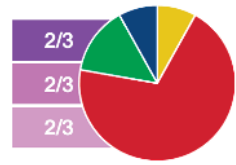
SINGLE DOMINANT
SOCIAL



The **Social** attribute is collaborative, team-focused, and oriented toward relationships and a desire to get things done through people. People with this preference are able to connect ideas and work to the human element. They consult others to make a decision and also use gut instinct.

The motto is, "I am intuitively aware of those around me." Only 1% of the population has this as a single dominant preference.

SAMPLE PROFILE



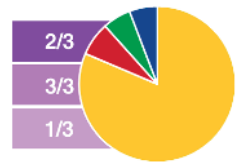
SINGLE DOMINANT
CONCEPTUAL



The **Conceptual** attribute prefers abstract ideas, imagination, innovation, and vision. This brain pathway has an intuitive sense of the bigger picture, a proclivity for thinking about the long-term horizon, and a desire to experiment and invent new things.

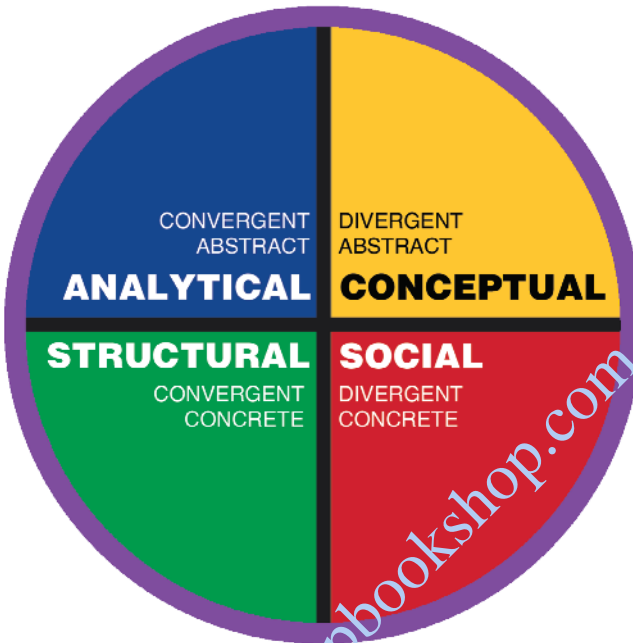
The motto is "I feel like I'm diagonally parked in a parallel universe." Just 2% of the population has this as a single dominant preference.

SAMPLE PROFILE



Each thinking attribute has its own unique combination of *abstract*, *concrete*, *convergent*, or *divergent* thought. In the illustration below, the top two thinking attributes are both abstract and the bottom two are both concrete. At the same time, the two thinking attributes on the left are both convergent, and the two on the right are divergent. Each thinking attribute is unique but also related to the other thinking attributes.

ABSTRACT, CONCRETE, CONVERGENT,
AND DIVERGENT THOUGHT



- *Abstract* thought sees systems and overviews. Abstract thinkers imagine a forest as if they were in an airplane looking down upon it.
- *Concrete* thought sees details and functionality. Concrete thinkers imagine they are walking through the forest and counting all the trees.
- *Convergent* thought prefers things in practical, rational order. It uses already proven facts and data to converge from what is known to find the correct answer.
- *Divergent* thought prefers intuition, emotion, synergy through people, and the unusual. It diverges from what is known to identify a unique solution.

YOUR LEADERSHIP PROFILE IS PERFECT THE WAY IT IS

In Emergenetics, there's no such thing as one perfect leadership Profile. And something that makes me crazy is any assertion that extroversion or a high degree of aggressiveness is important to be an effective leader. We have an Emergenetics Profile of a well-known CEO/entrepreneur whose behavioral preferences, when ranked against the global population, are quiet, affable, and firm. And we have many whose Profiles indicate that the energy around their behaviors is somewhere in the middle. We have the Profile of another well-known CEO whose behaviors are gregarious, driven, and accommodating.

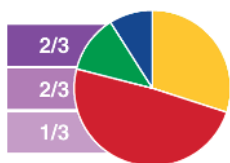
Leadership is more than just knowing yourself, but it starts with embracing what that means. Knowing your particular thinking preferences means that you like to devote your energy to certain types of tasks. It also means you may accidentally-on-purpose overlook tasks associated with the thinking preferences that you do not have. Although you may not have a preference in a given attribute, it's not an excuse to disengage from those activities altogether. We have a slogan at Emergenetics: *no whining!* What we mean by that is, if you don't like your Profile, or if you think that you can ignore a particular attribute because it's not one of your preferences, you're mistaken. Lack of preference is not an excuse for nonperformance. Like reading a document without your prescription glasses, you can accomplish the task, but you just may have to strain and concentrate harder.

Part of being a leader is being transparent about your Profile. We live in a world in which we're expected to deliver results to achieve success, and we're constantly asked to operate outside of our preferences. A key step in ultimately being successful is knowing where our strengths lie and where we need others to help.

Jeff was the president of a Fortune 500 company. The company had utilized Emergenetics for over a year when he asked us to speak to him about the results of a survey given to his team that rated his performance. We of course agreed and reviewed both the questions and responses from the 25 participants. At

Emergenetics, it's a common practice of ours to filter survey responses such as these through the Emergenetics Template. For example, phrases such as "he really cares about people" are typically associated with a **Social** preference, or "he sticks to what was agreed upon" is considered a first-third **Flexible** trait. The survey responses become much more revealing and applicable when you arrange the information in this manner.

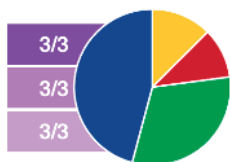
JEFF'S PROFILE



For Jeff, this definitely was the case. He's a **Social/Conceptual** thinker with second-third and first-third behaviors. Every piece of positive feedback that Jeff received from his colleagues reflected his Emergenetics profile. Phrases like "he gets me," "he has a great vision for the future," "he can see the bigger picture," "he is approachable," and "he knows when to speak and when to listen" are all positive reflections that are clearly associated with his Profile. On the other hand, all of the opportunities comments fell into the opposing attributes or where Jeff did not have a preference. We saw phrases like "he needs to send an agenda ahead of time," "he needs to support his points with more data," "his meetings tend to last three hours," and "sometimes we just need to make a decision and move on."

When we sorted the survey responses into the template and compared it to his Profile, Jeff had several Aha! moments as he realized that his natural tendencies were being subconsciously recognized by his team. Once his leadership qualities were on display, Jeff asked, "How do I shore up these areas they are identifying in these survey results, and how can I honor my team and get the most out of them through their Emergenetics preferences? Twenty-five people operating at peak performance is far greater than just me operating at a peak level."

TEAM PROFILE



Jeff's executive group had a Team Profile that looked like this – the opposite of his in many ways. To satisfy his team's very different **Analytical/Structural** thinking preferences, as well as their behaviors, we crafted customized

techniques for him to leverage the strengths of the others on his team so they would complement Jeff's preferences.

The key to this story is that Jeff was willing to accept this feedback with the seriousness that it deserves. Furthermore, the Emergenetics framework made it easy for him to categorize his people's words and define ways to address their concerns in the future.

Back in the 1980s, it would be much more common for the leader to take this same sort of feedback, and state, "It's not my problem, it's theirs! I'm the boss, and my team needs to tailor themselves to me." Kudos to Jeff!

WHAT DO YOU LOVE?

Do you love your work? Most successful people are attracted to work that energizes them, but that does not mean they work according to their preferences.

At one point, I attended a conference break-out session in which I was asked the question, "Do you love your job and why do you love it?" Then we were asked to go around the room and verbalize our responses.

As people went around the table, it struck me that there was intense pressure for people to answer in the way that they thought the others in the room wanted to hear. In other words, I actually heard a man say, "Yes, I love my job, because nothing gets me more excited than transporting asphalt by rail!"

While I pondered the truth of this particular statement, it caused me to reflect on what it was that I truly loved about my job. Did I love my job because of the traditional nature of my work, or was it something else that drove me, and the job was merely a vehicle to achieve this true passion? As you will see, the answer surprised me in many ways.

I encourage you to be true to yourself and ask in quiet reflection, "Do I love my job?" Regardless of the answer, I would invite you to explore why, or why not?

I bet this simple exercise will surprise you regarding what it reveals. You may say things like:

1. I love the company and what it stands for.
2. I believe in our mission.
3. I love helping people.
4. This job inspires my passion for numbers.
5. I get to play in uncharted waters.
6. We are on the forefront of technology.
7. I like to make things grow.
8. I like to maintain consistency.

Once you have explored this idea and come up with your reasons for loving work, I then would take it a step further and compare your answer to your Profile. Do your answers match what is reflected in the Profile? It may not always match, and that is okay. Regardless of the outcome, you will find some value in exploring why there is or isn't a perfect match.

This exercise brings clarity to your efforts and ultimately allows you to lead others to pursuing their own paths of work they love. Once a path is discussed with your direct reports, it will help you to help them pursue their passions within the framework of the company as a whole. The value of this cannot be overstated.

One time, I was debriefing the owner of an accounting firm on her particular Emergenetics results. I was shocked that her Profile revealed that she was a **Social/Conceptual** thinker and her behaviors were gregarious (**Expressiveness**), driven (**Assertiveness**), and fluid (**Flexibility**). This is not a Profile that you would expect from someone who spends the majority of her time crunching numbers, editing spreadsheets, and pouring over thousands of pages of U.S. tax code.

I asked her, "What do you love about being an accountant?" She told me that her greatest love was the fact that she was the entrepreneur of the company. "I enjoy helping people and coming up with creative (yet legal) solutions for my clients. In particular, I love looking at their faces when I present innovative solutions to solve their particular tax challenges."

I have worked with many accountants over the years, and many times they had the opposite Profile – quiet, amiable, and focused (**Analytical/Structural**). When I asked these folks what they love about what they do, I would hear responses such as “I love working with data,” “I like to be a problem solver,” “There is a logical conclusion to the work,” “There is a predictability in the work.” The work may be similar, but it is wonderful to hear people’s unique passions come through their Profile.

What can we do to make a difference in the way people love to work? Bob Chapman has figured it out at his company, Barry-Wehmiller. You can read all about it in his bestseller, *Everybody Matters: The Extraordinary Power of Caring for Your People Like Family*. His company uses the word *stewardship* to describe its leadership approach.

To us, stewardship means to truly care, to feel a deep sense of responsibility for the lives we touch through our leadership... Stewardship implies accountability that goes beyond simple business ethic; it means acting from our deepest sense of right. Stewardship also implies trust and freedom of choice; we’re not forcing or commanding followers, we’re inspiring and guiding them. It is not about the exercise of power over another; it is an opportunity for service, an opportunity to exercise power through and with others in service to the greater good, to the shared vision and purpose of the organization, and to those in it... We do everything we can to create an environment in which our people can realize their gifts, apply and develop their talents, and feel a genuine sense of fulfillment for their contributions. In other words, Barry-Wehmiller is in business to improve lives.

They are in the business of building capital equipment and offering engineering consulting! Bob loves his work. He cares about his employees, who enjoy coming to work, and they produce for Barry-Wehmiller as if they are part of the family.

As a manager, it’s a great advantage for me to have this information so I can inspire and guide my folks to the things that bring

them the most energy. And, when they are working within a job that they love, it rarely ever feels like a job.

Therefore, are you asking your employees this same question? Do you really know what your people love about their job, or are you getting responses they think you want to hear? Furthermore, can you see their responses in their Profiles?

Ultimately, this process may even lead you to the point where you hear the response “I am fascinated with moving asphalt by rail!”

HOW DO YOU RESTORE BALANCE TO A TROUBLED WORLD?

Restoring balance to a troubled world starts with restoring balance to yourself.

In 1999, my friend JoAnne LeClair invited me to travel to Kenya to join her in a nonprofit endeavor, which is now known as the Kenyan Girls Education Fund. Our goal was to provide transformational experiences to interested individuals who were willing to commit themselves to compassionate involvement with Kenyan children, many of whom are HIV-positive. The goal is not ecotourism for wealthy travelers but a longstanding commitment to a part of the world that has so little but can teach us so much.

Over the years, my spouse and I have made a trip to Kenya every two years, and we have brought groups of interested executives with us. At first, I thought the goal of our trips was to change the lives of the children in Kenya. What I quickly realized, however, was the goal of these trips was to change my life and the lives of those who came with us. It provided a chance for me to face my own shadows and ultimately bring balance to myself.

One executive who joined us is Matthew Wilson, Group Chief Executive Officer of Brit Insurance, based in London. He traveled to Nairobi, Kenya to check out the dormitory his company was supporting us to build. The dormitory was located in a school in Kibera, Africa's largest slum, adjacent to downtown Nairobi. The population exceeds over a million people. Wages are low; basic services such as electricity, running water, and sewer are in scarce supply.

In the evening, we all would gather to reflect on our experiences. During his reflection time, Matthew told the group that

he was very proud of his business accomplishments, that he had quickly risen to great heights within the organization, and that he had worked very hard to make this happen. Yet, even though he was the CEO, he still was searching for purpose in his life and he was hoping his trip to Kenya would give him this opportunity.

As Matthew was checking out the new dorm, that opportunity occurred. He was looking at the existing facility, which was a converted classroom where 20 girls slept together in bunk beds, most of them sleeping two to a bed. On one of the beds, Matthew saw a pillow that stated, "LOVE YOU FOREVER."

Seeing this pillow struck him deeply. Despite these conditions, the girls were so thankful for their opportunity to have an education and safe domicile that they had adopted the mantra "LOVE YOU FOREVER."

Matthew left the room thinking about his own son, living in a very posh boarding school in Britain. Professionally, Matthew had conquered his own shadows and walked through many dark woods to get to his level of success. He had reached the mountaintop of his professional life, he knew all the Wharton School technical information, and now it was time to check into his heart before he could achieve his purpose in life.

I am sure that most of you contribute money to organizations, happily so, but have you, like Bob Chapman or Matthew Wilson, faced the moment when you figure out that power and money are only part of the equation?

Both Bob Chapman and Matthew Wilson crossed over multiple abysses to achieve their success. Their walk through the dark woods gave them compassion and empathy, which gave them balance that they did not learn at business school.

Many times, individuals believe that simply engaging in volunteer or nonprofit work is the key to restoring balance. Although I don't dispute the importance of this work, it's hard for people who are not in balance with themselves to bring balance to others. Matthew realized that his personal balance did not meet his professional balance, and he strove to change this.

In my opinion, inner balance is an important quality for leaders. Have you had the opportunity to face your fears and walk through the unknown? Have you seen the depths of your own abyss and yet still remained standing?

When you have accepted these challenges, others can sense it, and they will ask for your help in guiding them through their own challenges of the unknown.

After walking through this journey, the world seems less out of balance and not as threatening.

REFLECTION

Genuine leadership, or stewardship, is not possible without authenticity – and authenticity by definition cannot be faked. Employees are looking for leaders who do not pretend to know it all and who are comfortable with the fact that they are not superheroes. Leaders can, and should, be transparent about the fact that they have struggled through great challenges and ultimately persevered to achieve harmony and balance. They need to convey that they have learned to love who they are, warts and all; that they love what they spend their time doing; and that they are in balance with the world. The best leaders do not reflect any particular Emergenetics Profile, but they know how to use their strengths to achieve a level of inner peace and understanding that engages and inspires others to conquer their own challenges, not only professionally but also in their personal lives.

IMPLEMENTATION STEPS

1. Review your Emergenetics Profile (see the appendix if you still need to create one) and reflect on how it has made itself apparent in your life.
2. Ask yourself, what do you love about your job, and how does it show up in your Profile? Look at this chapter's templates and see how they match your Profile.
3. Identify which dark woods you face, and how you can walk through them to achieve balance.

TEMPLATES FOR PRINCIPLE #1: LEADERSHIP IS AN INSIDE JOB

1. WHAT KIND OF LEADER ARE YOU?

As a reality check, ask your team what they consider to be your leadership style.

2. WHAT ARE YOUR STRENGTHS AS A LEADER?

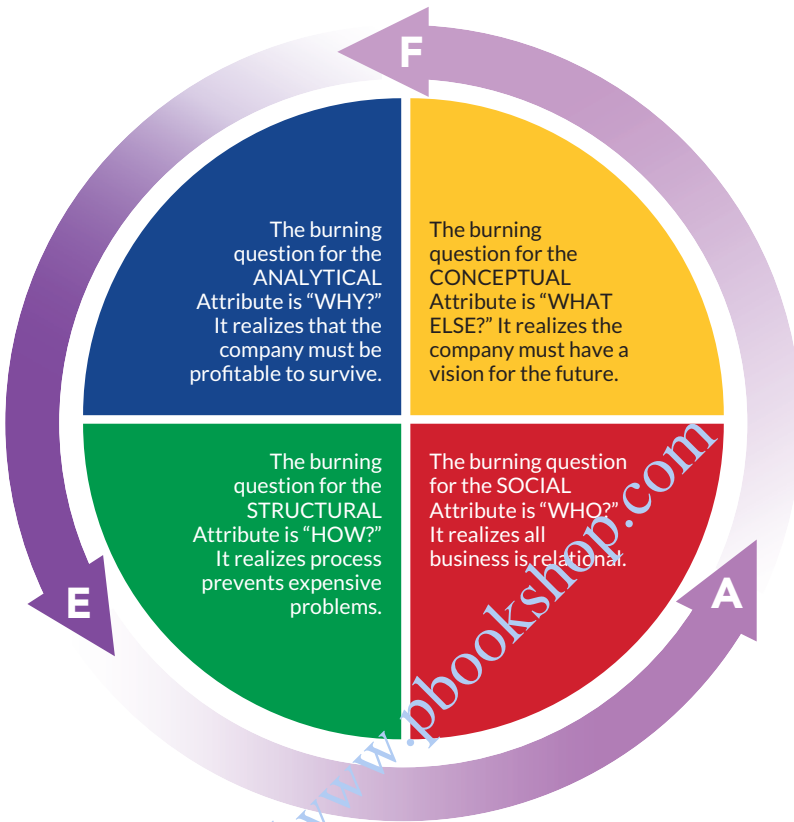
As a reality check, ask your team what they consider to be your strengths.

3. QUESTIONS TO ASK ABOUT YOUR COMPANY

What to consider about your company.

What Kind of Leader Are You?

As a reality check, ask your team what they consider to be your leadership style.



Leaders in the first third of EXPRESSIVENESS may be seen as good listeners who will hear and consider all points of view.

Leaders in the third third of EXPRESSIVENESS may be seen as outgoing, energizing the company and inspiring others.

Leaders in the first third of ASSERTIVENESS may be seen as peacekeeping, promoting work and minimizing drama.

Leaders in the third third of ASSERTIVENESS may be seen as determined, keeping a foot on the gas and eyes on the road.

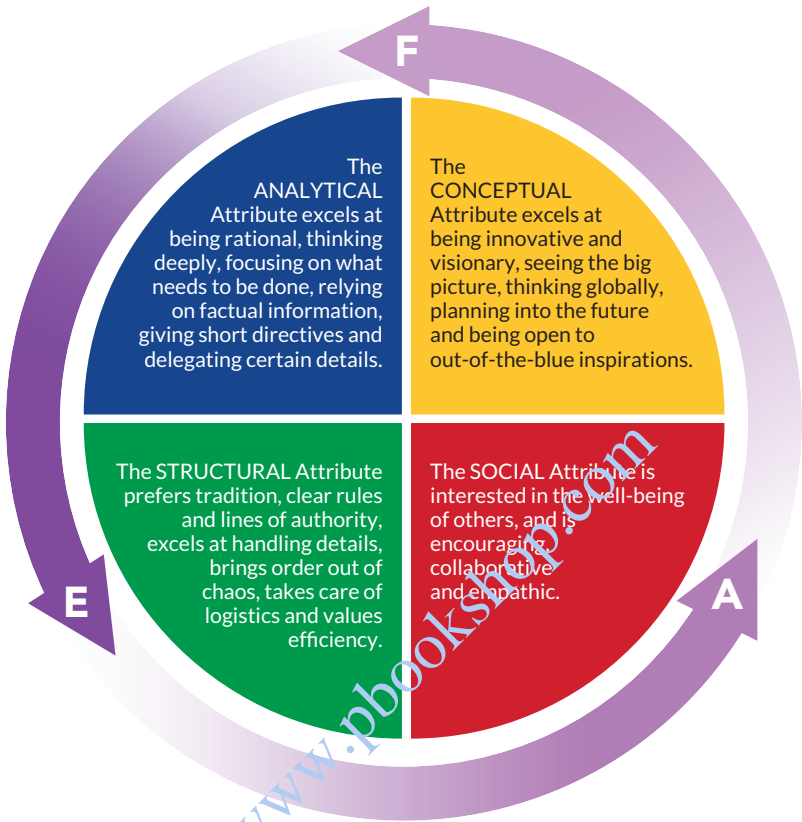
Leaders in the first third of FLEXIBILITY may be seen as focused, purposeful and having firm convictions.

Leaders in the third third of FLEXIBILITY may be seen as easygoing, welcoming change and encouraging others to keep options open.

Important Note: None of these attributes stand alone, but rather thread together in a way that produces WEteam magic.

What Are Your Strengths as a Leader?

As a reality check, ask your team what they consider to be your strengths.



A leader in the first third of EXPRESSIVENESS is calm, quiet and poised, maintaining an even expression and allowing others to speak.

A leader in the third third of EXPRESSIVENESS is outgoing, walking the halls, always participating in a conversation and sharing information.

A leader in the first third of ASSERTIVENESS is peacekeeping, approachable, phrasing opinions carefully and going with the flow of the group.

A leader in the third third of ASSERTIVENESS is determined, competitive and decisive.

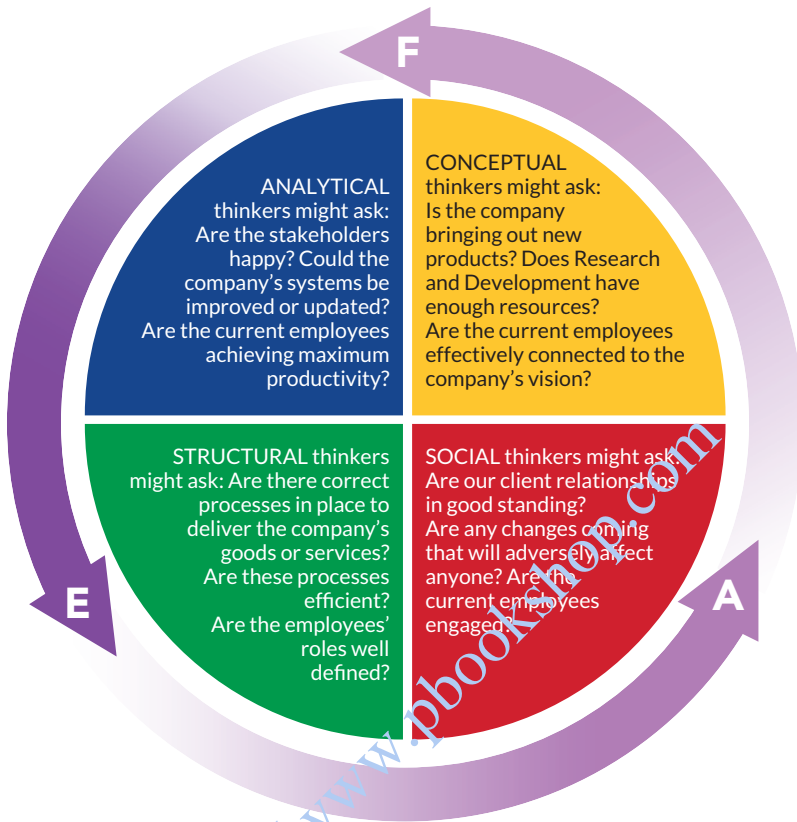
A leader in the first third of FLEXIBILITY is focused and purposeful, has firm convictions and insists on doing things their way.

A leader in the third third of FLEXIBILITY is fluid, doesn't mind change and is open to suggestions and ideas.

Important Note: None of these attributes stand alone, but rather thread together in a way that produces WEteam magic.

Questions To Ask About Your Company

What to consider about your company.



Those in the first third of EXPRESSIVENESS may want to know if the environment is calm and quiet.

Those in the third third of EXPRESSIVENESS may want to know if the environment is animated and outspoken.

Those in the first third of ASSERTIVENESS may want to know if the company is performing steadily.

Those in the third third of ASSERTIVENESS may want to know if the company is performing at high risk.

Those in the first third of FLEXIBILITY may want to know if the company is laser-focused.

Those in the third third of FLEXIBILITY may want to know if the company is comfortable with change, revisions and/or interruptions.

Important Note: None of these attributes stand alone, but rather thread together in a way that produces WTeam magic.