

# CONSCIOUS LEADERSHIP

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The people who get on in this world are the people who get up and look for the circumstances they want, and if they can't find them, make them.

George Bernard Shaw



## Clarity about current performance, provides a launchpad for change.

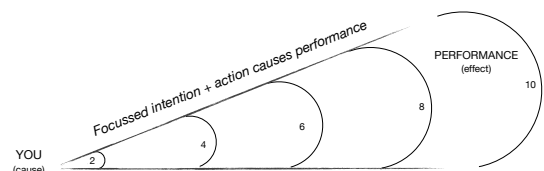
By Nick Freedman

This conscious leadership ebook will help you assess yourself as a leader today. It will provide you with clarity and a place to consider if, and how, you want to improve your performance in your current leadership role. Before we go in the detail about how to use the tool, let's first define what performance is and where it originates from.

Performance is defined as 'the action or process, of carrying out or accomplishing an action, task or function'. This description goes some way to explain what performance is, however it seems to be lacking in depth. When viewed from the perspective of career development or business results, most people link the word potential to performance,

with the idea that performance can often be improved, advanced and increased, in order to cause stronger results. This is a better way of viewing performance for the purpose of this tool. So next we must understand where performance comes from, as it simply does not just happen.

It is the inner source from which everything that you do in life flows. This is the starting point of your performance. You, or the I inside, is the cause of how well you perform in your work. So a person with a strong desire to do well in their career is going to apply more energy and focussed



To understand the cause and effect process of performance, firstly let's define the inner world and the outer world. Your inner world, is made up from all your thoughts, beliefs, values, feelings intentions and emotions.

intention to the work they perform, than a person, who is simply cruising along at work. This inner side of performance is not visible to others, as it exists inside you so it requires a process of inquiry to understand.

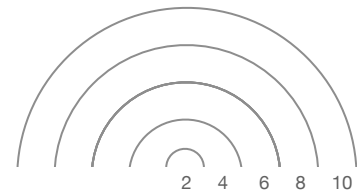


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The next element is how you express what is happening inside you. This is the outer world of behaviour and action, or more simply, what you do in the world to make things happen. This outer dimension of performance is more visible to others as they can see what you are doing. So, both of these realms, the inner and the outer are the cause. And the results or performance that you achieve is the final effect of what you think and do in your working career.

So let's look at an example of someone in a sales leadership role. When they have inner belief in that they can increase sales in their team by 20%, then they take the relevant course of action, based on prior knowledge and skills to bring this intention into existence, they have alignment between what they think, do and create. If on the other hand they started the same journey and believed it was not possible, they would not manifest the end result. It is this alignment of the inner and outer worlds which is the quickest path to bring about a conscious change in performance.

The first aspect of the tool on page 3 will help you gain an objective picture of your current reality. This increase in awareness provides you with a launchpad from which you can create your ideal future reality. You'll see a shape overleaf which has ten sides. Each side of the chart represents one of ten core areas, which are typical competencies of an effective leader. These classifications are used to paint a full picture of your current performance today. The tiny circle in the middle represents you, the observer and cause of your reality, who has infinite choice about what next steps to take. You'll also see that there are five different semi circles attached to every side of the shape. Each semicircle represents a different *level of performance* for that particular core area, as you can see in the diagram.



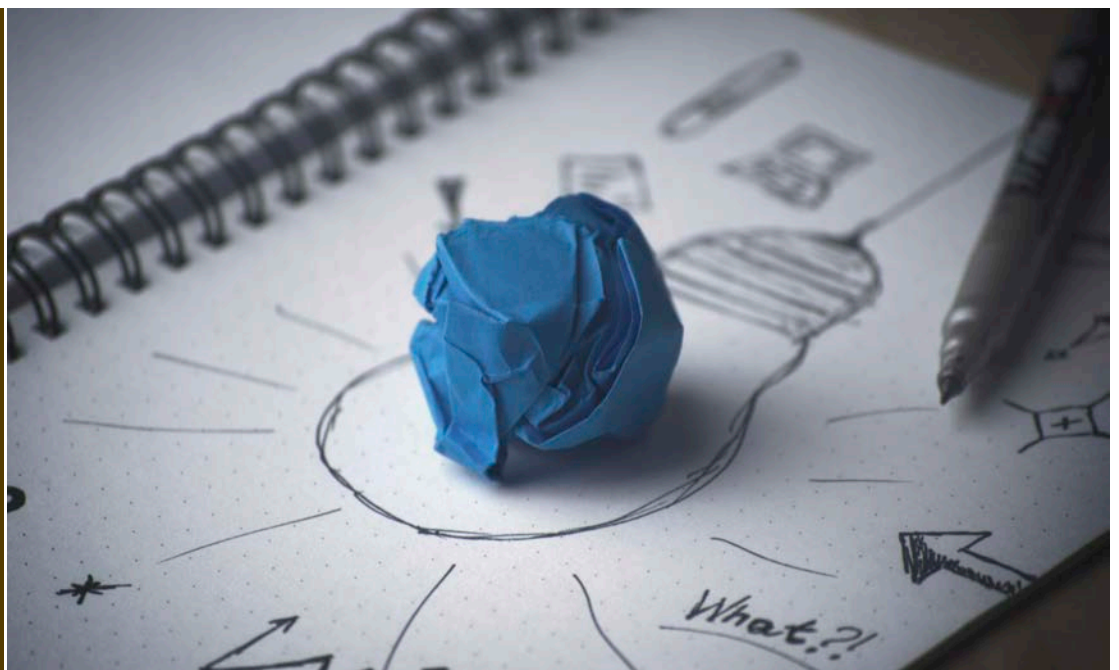
The smallest semicircle, which has a rating of 2, symbolises low performance in that area and there are four additional circles, of increasing performance up to the rating of 10 (high performance). So if you had a high performing team working for you, that communicated well, worked together cohesively to accomplish their goals and went beyond what was expected of them, you would rate the area 'Build & empower team to meet goals' as a 10.

After reflecting on each one, rate your performance level, and fill in the chosen semi circle. Next draw two lines to join the semicircle to the small dot in the centre, then fill in the space. This links you to the final result & creates a visual image of your performance.

Once completed, you'll see the *energy that you use to create reality*, is heavily focussed towards certain areas of your work (high ratings) and lightly focussed on others. In some cases where you've scored a low performance you may have made a *conscious choice* to not focus on that specific core area, or it may have no relevance to your current role. In others, it may represent a *limiting belief you have, or some other way that you are blocking progress*. These are your developmental areas, which you can work on improving over the next 3 months.

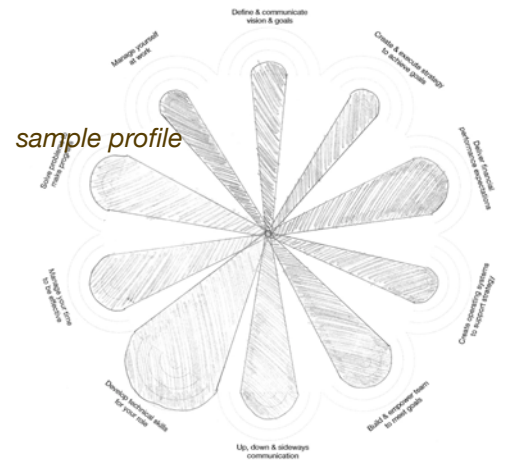
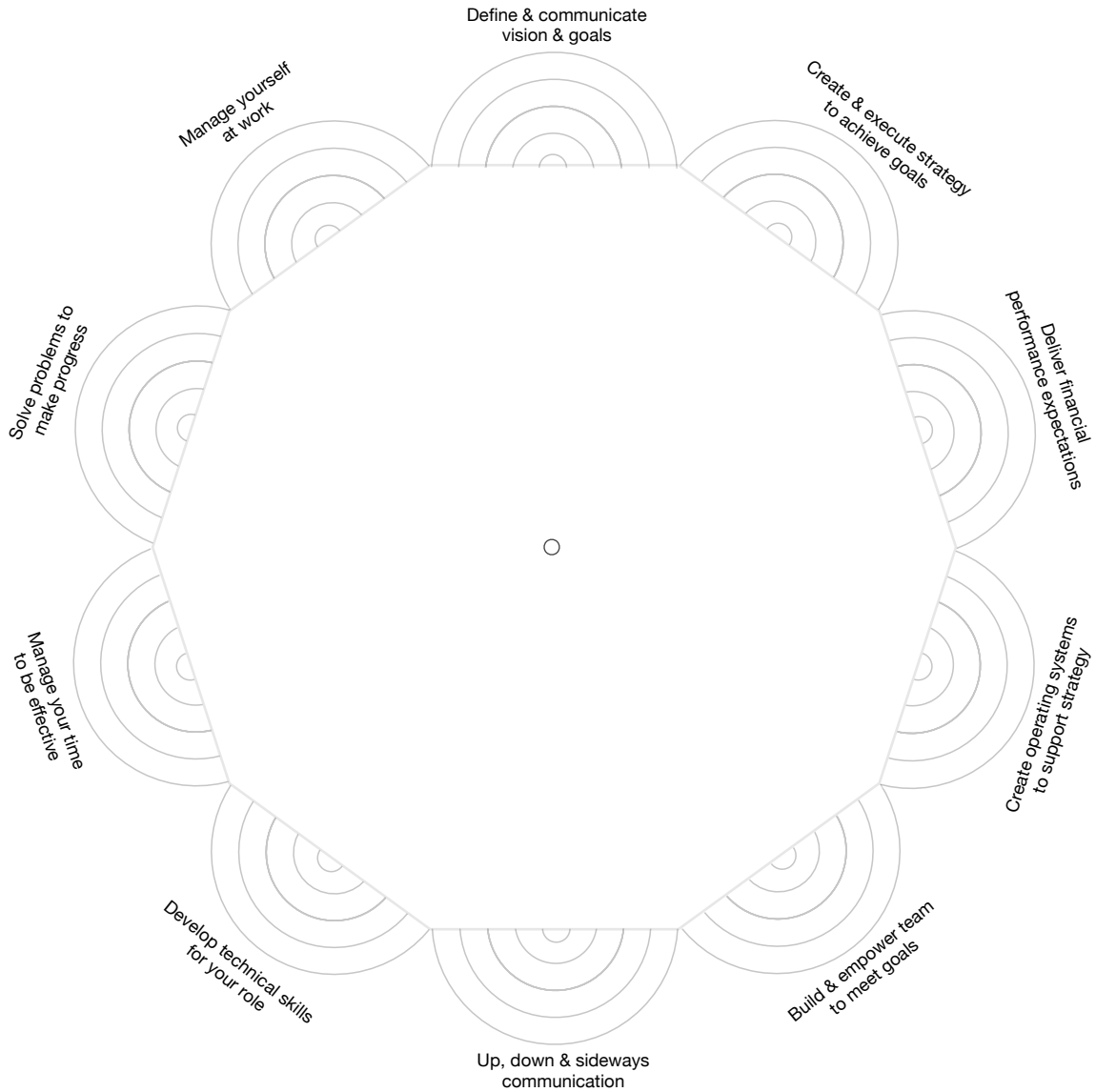
To think is easy.  
To act is hard.  
But the hardest thing  
in the world is to act  
in accordance with  
your thinking.

Goethe



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# Objectively explore each area of your work, then rate your current level of performance.



# Next observe the interconnectedness between core areas to see the whole story.



## Ripple effect

Look back at your profile on page 3. The way it stands, is that it shows the performance levels you are currently achieving. This paints the picture of each part of your work being separate from the other parts. It's a useful tool, as it enables you to understand each separate area as one single thing. However, as with any process which breaks the whole story down into parts, it has its limitations, as it doesn't illustrate a holistic picture about current reality.

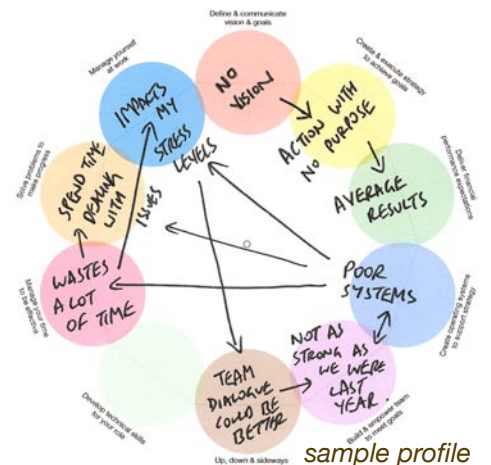
There are always flow on effects of low performance, from one core area into others, and when you can understand the whole, you become empowered to change causes, rather than symptoms. The ripple effect process will help you to

understand how each core area interconnects with others to make up the whole. This will deepen your clarity about your future intentions and will often illustrate how positively changing one area, has a flow on effect to impact other areas. The sample profile on the right, shows how a lack of vision and poor systems has a flow on effect across the entire system.

So what then becomes clear, is that designing a vision and implementing better systems, will have a positive ripple effect, throughout many core areas.

In order to see the ripple effect in your work, review your profile on page 3 and ask yourself, *how does one area of low performance impact other areas?* Then draw

arrows and make simple notes to see how the ripple unfolds. See what picture emerges for you.



sample profile



**"It is no use saying, 'We are doing our best.' You have got to succeed in doing what is necessary."**

*Winston Churchill*



## Now imagine what you'll have when you're achieving your intended performance rating.

Now you've painted a picture of your work, the creative journey enters into a new space. Your new objective clarity and understanding about your current reality, will give you *insights into what you want to change and what new things you intend to create in your future*. The *Intentions process*, on page 6, will help you to imagine what your future performance is like.

An important distinction to make here is the difference between a *goal* and an *intention*. In most coaching processes the word goal signifies the end point in the process. It places the end result outside of you, so it is possible to not achieve it, then blame an external circumstance.

An intention on the other hand, is something you are responsible for creating. Intentions start on the inside with your beliefs. Intentions do manifest as results, just like goals do, but with an intention, an energetic connection exists between you, your actions & the result.

Firstly transfer the performance rating numbers from page 3 into the column marked present performance. Then consider what rating you intend to have in the future for each area. Write down a number from 1 (low), to 10 (high) under intended performance.

With your ideal ratings now clear, you can think about what tangible things you will create to make this happen. Consider each area, *what you intend to create, and how things will be different from today*. There will be some areas where you already have high levels and want nothing more than you already have. This is normal. Most people have 3-5 *primary areas they want to focus on* and the rest of them take a back seat. And there is often one main area, where you know the biggest scope of change will take place. Also understand that at this stage, *the full picture of all the end results will be unknown, so start with what you do know and trust that the rest will emerge on your journey*.

Because this profile is used for many roles, there may be some core areas which have no relevance to your role. If this is the case, simply mark no in the 'is this area relevant to your role' column.

Developing a creative orientation to life is about *going beyond what you know to be possible today*, rather than settling for what is known, comfortable and safe. As you write your intentions in the last column, *allow your imagination to run wild. Hold nothing back as you write*.

At this point you are simply capturing ideas, dreams and wishes so don't be tied down to the limits of what your past experiences tell you are possible. *Also, be as specific as you can about your intentions*. No-one ever created their ideal life by playing the safe card. If you set your intentions high enough, you'll feel some fear, or disbelief that they are truly possible. These inner signals are advising that you're on the right track.

# Finally, clarify your intentions to become the conscious leader that you want to be.

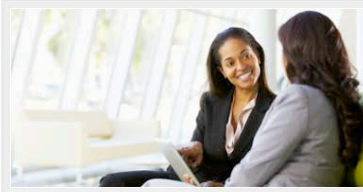
Core Area	Self Rating		Is the area relevant to your role? Yes / No	What will you HAVE, when you've achieved your intended performance rating?
	Present performance	Intended performance		
Define and communicate vision & goals				
Create & execute strategy to achieve goals				
Deliver financial performance expectations				
Create operating systems to support strategy				
Build and empower team to meet goals				
Up, down and sideways communication				
Develop technical skills for your role				
Manage your time to be effective				
Solve problems to make progress				
Manage your self at work				

## Six core competencies of the conscious leader



### 1. Be Conscious

- Know your values
- Use time wisely
- Develop mindfulness
- Lead with purpose
- Work with polarities



### 2. Collaborate Mindfully

- Understand your behaviour
- Build rapport with all types
- Develop your listening style
- Acquire information and clarity
- Seek out common ground



### 3. Build Cultural Alignment

- Understand the whole system
- Build awareness of culture
- Agree on values and behaviours
- Apply values through projects
- Keep aligning people to values



### 4. Empower Your Team

- Understand your diversity
- Create means to upskill
- Coach your team to step up
- Delegate with autonomy
- Give meaningful feedback



### 5. Implement the strategy

- Observe current reality
- Build your business vision
- Define KPIs and milestones
- Manage organisational change
- Monitor ongoing performance



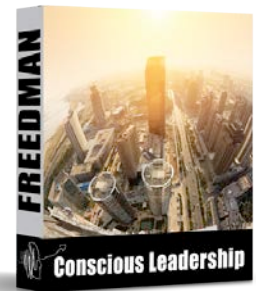
### 6. Adapt and Evolve

- Obtain stakeholder feedback
- Challenge reality every month
- Streamline innovation process
- Adapt strategic direction
- Realign team and stakeholders

Whichever direction you look, the volume of change unfolding right now is extensive. Events occurring outside of our organisations, are causing us to become more conscious of what we do inside of them. The constant challenge of an uncertain future, calls on leaders to find new ways of being and work collaboratively to find new solutions to old problems. Einstein once said 'problems cannot be solved on the same level of thinking that

created them' and this conscious leadership program help you and your peers to function in alignment with your highest values so you can affect positive change within your teams.

There are 6 competencies to develop to become a conscious leader. If you're interested in exploring how we can help leaders in your business build these skills, then send me an email. [clarity@nickfreedman.com.au](mailto:clarity@nickfreedman.com.au)



## About Nick Freedman

Since 2002, Nick Freedman has been designing and facilitating programs which have helped 1000s to transform their lives and businesses from the inside out. His clients include organisations like Salesforce, Yahoo, Westpac, AOL, Ronald McDonald House & Coca-Cola, as well as 100s of SMEs & not-for-profits.

To gain more insight into me and the work I do, watch my TEDx talk at [www.nickfreedman.com.au](http://www.nickfreedman.com.au)

