

Leader's Inventory

Integrity

Integrity is at the center of our power—where we are out of integrity we are leaking our power. Have a look at where you are out of integrity—where word and deed do not match, where you say one thing and do another, where you know you are not being honest, where you are selling yourself short. Our power comes from being able to get back into integrity, word and deed, body and story, when the alignment is off. Look at your relationship to yourself and to others. Who is standing with me?

Please look in all domains:

Career

The Larger World

Money

Your Staff

With Yourself

Play

Friends

Self-Care

Family

Well-being



Declarations

To declare is an act of creation, an invention. Leaders declare a future that does not currently exist and then move others towards bringing that reality into existence. To make a declaration is to lead. Our declarations create the context for our lives. Often we are living inside of declarations we forgot that we made and that no longer serve or are in direct conflict with declarations we make in present time. Old, forgotten declarations that are running the show will often interfere with our ability to fulfill on declarations we are making now. Declaring is an extremely powerful move to make in language. We can, and do, shift the course of history through a single declaration. Take stock of your relationship to how you speak, the declarations you make and have made and their effects on your life and work.

What declarations have you made that now become context, and for which you have invented powerful practices?

What declarations have you made that no longer serve you that still run your life? This is a way to look at what is old, in the background or in conflict with our current declarations.

What is the biggest declaration you have ever made?

What declaration is lurking in the background that you know needs to be made, and that will alter everything?

What declaration, if made, would catalyze a huge breakthrough in your team, in your organization, in your life?



Promises

To make a promise is a profound act, and we swim in a sea of them every day. Promises make and break reputations. They power businesses and organizations. Within each promise lies the possibility and vulnerability of trust, and the hope of a desire fulfilled. Therein also lies a key to our leadership challenge: to be responsible for our promises, to become skillful at negotiating and re-negotiating them and to manage our reactions. Because trust and hope are intrinsic to the nature of promises, when promises are broken, the costs are high.

What does the word "promise" evoke?

What is a promise?

Which ones do you make that you know you won't keep?

Who do you accept them from when you know they won't be kept by them?

What's the impact on you and others?



Promises, continued

What are the reasons you tell yourself for not keeping your promises?

What's the impact on you when others don't keep their promises?

How do you justify it all?

What relationship do promises have to integrity, peace, building community, leadership, team, family?

What promises are you currently living in that you are now breaking?

What promises do you need to revoke or re-negotiate to get back into integrity with yourself and the other?



Requests

What is a request? A request must have:

1. A speaker and a listener
2. A shared understanding of the request being made
3. A time by which the request must be fulfilled:
This is one element of a request we most often miss that creates huge waste in organizational life
4. Conditions of satisfaction

"Our success in life is directly proportional to our ability to make requests of other people."

– Former CEO of a multibillion-dollar company

Why make requests?

When we make them poorly, what is the impact?

What does it cost us to make requests?

What does it cost us not to make them?



Requests, continued

What's the impact of making and not making requests on our ability to partner?

What impact does it have on our ability to be authentic? At peace? To receive?

What makes requests threatening to make or hear?

What requests do you need to make and of whom that you are avoiding?

What requests are being made of you that you need to decline or counter-offer instead of accepting?



Offers

Making offers is one of the moves leaders make to push their agenda forward. The more powerful and well-crafted the offer, the greater the possible impact.

What offers do you make every day that actually distract from your mission?

What offers are on the table that could be crafted to produce greater value for you and your interests

What offers are you not making because you don't know how?

What offers do you accept that you ought to decline or delegate?



Declining

Saying NO or declining has such a bad rap in our culture. Yet a straight-forward, honest decline allows the energy to keep moving and clearly articulates promises that you can keep versus promises that are outside your competence or interest. A clear decline allows the other party to move on quickly, wasting minimal time and energy for all.

What do you chronically say yes to that you need to decline?

What do you chronically decline that you need to say yes to?

What difference would it make if you made these new moves?

Counter-Offer

This move is part of making powerful, clear promises. You may need to decline one request, but if re-defined and well-negotiated, both parties can get what they want. That is making a counter-offer. Where are you accepting offers or requests that you need to STOP and actually counter-offer instead? This would require asking the questions: What do I need, what do I feel, how do I want to use my resources?



Assertions v. Assessments

We often confuse the two. An assertion is clearly true or false. Many things we think of as assertions are actually assessments. There may be lots of agreement about them, but that does not make them assertions. A ten-dollar bill is in actuality not a ten-dollar bill in TRUTH. It's a piece of paper. However there is collective agreement that it *is* ten dollars.

Leaders are paid to make powerful and grounded assessments—about the future, about their organizations, about other leaders. The more powerful and grounded our assessments, the more value we offer. We are making assessments all of the time. We are assessment machines, actually, and discerning which assessments are useful, and which are garbage is also the mark of a leader. Assessments are always made by an observer and knowing who you are as an observer makes you more powerful. It is important to determine who is qualified to make assessments that will forward our action in the world and which assessments we ought to disregard. Listening to the wrong assessments can be lethal. Often our own self-assessments are the most lethal.

Where are you making powerful, grounded assessments?

Where are you listening to assessments you ought to decline?

Where are you not paying attention to someone's assessments that you ought to actually heed?

What assessments are you withholding that would serve? And of whom?



Assertions v. Assessments, continued

What assessments are you harboring, and of whom, that do not serve?

Right/Wrong, Good/Bad, Agreement/Disagreement

Be on the lookout for how seeing through this dominant lens cripples your power. Using right or wrong, good or bad or determining whether you agree or disagree are not the places to look when making powerful choices. In fact, using these criteria cripple your effectiveness and ability to be innovative and skillful. Take a look at how often you are determining your moves through this lens.

How often do you evaluate whether to move forward based on whether you agree with something or think it is right?

If you were not using those distinctions to determine how to move on the court, what criteria would you use that would make you MUCH more powerful?

Keep a log for one week.



Stepping Into the Unknown

Our power also comes from being able to move from the known to the unknown, to give up looking good or knowing the answer and to move into risk that feels out of our reach.

What risks are you avoiding that you know would forever alter who you are in the world for yourself and for your community?

Faith

(modified)

When you come to the edge of all the light that you have,
And you make that decision to step out into the darkness
of the unknown,
You must believe that one of two things will happen—
That either there will be something absolutely solid there
for you to stand on,
or
You will learn to fly.

– Patrick Overton

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