



MSBCoach News Letter

May 2009

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Leadership Journey to Discovery and Development

By Michelle Braden, CBC



*W*hat happens when you get where you think you want to be to realize it is not the right place or you find yourself compromising your values or passions to an upward position? If you are a leader and have not experienced something similar, hold on to your boots, you probably will. Is the school of hard knocks the only option? Many of us have a graduate degree in learning from failure which is OK. As John Maxwell says, “success stands on top of a pile of failures”.

Although I have not found a way to eliminate mistakes (and frankly do not think we would ever want to, as it a good teacher) I do believe there is a way to help leaders navigate through moves and decisions that may be less painful. The “new” title given to this sort of awareness is authentic leadership. Often, leaders, through years of experience develop this - but it has not been defined with a name until recently.

Last year I read the book titled, “True North” by Bill George and realized it summarized what I had been personally striving for as a leader. Throughout the last year, I have engaged in much of what I have learned through this process as well as coaching others to their own personal authentic leadership style. If you have read the book, you will notice some of George’s passion threaded throughout this article.

We have tried for many years to develop the perfect model for leadership but the truth is, leaders come in all shapes and sizes. That is because we are all different and bring our own set of experiences, personalities and passions into our leadership. We can learn from other’s experiences but we cannot live through and lead through another’s experiences. In the book titled “The Enemy Called Average” was the quote, “we are all born originals but most die carbon copies”. Others can mentor and influence

your authentic leadership style but only you can determine what it is. There is only one you with your personality inspired by your unique set of life experiences. Although there may be other people like you, only you have lived your life.

A leader can develop their authentic leadership by focusing on seven areas: self-awareness, personal values, balancing extrinsic and intrinsic motivations, developing a trustworthy support team, staying grounded, integrating life and empowering others to lead.

Being self-aware is not as easy as it may appear. Self-awareness is birthed out of one's own life story and how their story affects their leadership. Often leaders do not tap into this goldmine of discovery. They may not go through this process for several reasons. Some of these reasons may include: not knowing how, lack of understanding in the value of their life-story, it is too painful or they are unwilling to invest the time. This journey is worth the investment however. A recent study from Stanford Graduate School of Business's Advisory Council recommended self-awareness as the most important capability for leaders to develop. Learning your authentic leadership will require not only honesty but also courage. The process can begin in through different areas of self-discovery such as: writing out your story and listening to feedback to more formal methods such as: 360 profiles, personality profiles, strength finder and emotional intelligence.

Reflecting on and learning from your life story is the starting point. One's personal life story allows a leader to better understand themselves. It also opens their eyes to their passions, values and principles. Reviewing life experiences that go back as far as can be remembered encourages a leader to discover what drives their passions and then learn how to channel that passion to their own leadership. The difficult challenges faced in life often define who a leader is and give direction to what they will become. A leader's understanding of their values becomes even more relevant when tested under pressure. Having a strong foundation of values that are tried under fire enables a leader to develop the principles they will apply in leading others.

A leader's values help them to gain insight to their motivations both intrinsically and extrinsically. The common response in measuring a leader's success is extrinsically. When the measuring stick for success is the "world's view" it creates a void that is never satisfied. This view encompasses tangible things such as: money, home, cars, titles, etc. The challenge is that these things are not sustainable and more often than not leave a leader unfulfilled with lack of meaning in life. Intrinsic motivations on the other hand lead the person to pursue more meaningful success that is congruent with their values thus balancing the fulfillment of their extrinsic motivations. Discovering both your extrinsic and intrinsic motivation takes self-evaluation, honesty and a willingness to explore how to bring balance between the two.

Leaders cannot succeed on their own. It takes support and advice. Authentic leaders build a support team to help them stay focused. This team provides feedback, balanced perspective and has earned the right to speak into the leader's life. They will help with focus and correction when the leader needs it. This support group also gives a leader a group of individuals to authentically be themselves with and to rely on to coach and challenge them. This group may consist of peers, family, colleagues, mentors and/or friends.

Staying grounded as a leader can be a challenge. Leaders that are able to integrate all areas of their life find the journey to authenticity become a reality. True authenticity comes when a leader is balanced and consistent in work, faith, family, community and friends. The challenge is balancing effective leadership at work and maintaining a strong personal life. Those who achieve authentic leadership are

constantly working to maintain balance and stay grounded through holistic lives. This allows for accountability, spending time with family and close friends, physical exercise, community service and a commitment to spiritual practices, remembering where you came from, what values drive your values and passions – all allowing authenticity to be sustainable.

Once a leader has worked through self-awareness (which is an on-going challenge), they now have earned the right of passage (so to speak) to empower others to lead. Authentic leaders create a culture of trust and loyalty. This culture enables the leader's organization to retain and attract top talent that aligns team members with shared values and goals. Team members are inspired at all levels to step up and lead and/or take on greater challenges. Thus, authentic leaders are able to produce sustainable results for themselves and their organization for a long-term period.

At MSBCoach, we are dedicated to coaching leaders to become authentic leaders. For more information please contact us at: info@msbcoach.com or check out the opportunity below titled "**An Upcoming Event With MSBCoach to Discover Your Authentic Leadership**".



Engaging Ideas Newsletter - Spring 2009

Become a Contributing Team Member

In today's workplace, you are expected to be a contributing team player, usually serving on several teams at once. Some teams are comprised entirely of individuals within your work group. Other project teams are cross-functional and consist of colleagues from across the organization, and yet other teams include people from other organizations such as consultants, vendors, and clients.

Your ability to be a valuable, contributing member of these teams can have a significant impact on achieving your career goals. Gaining a reputation as a valuable team member impacts your current work goals, your relationships at work, your opportunities for team leadership, and how satisfied and motivated you feel in your job. Here are some characteristics of a contributing team member.

Focused Listening Skills

For the whole team to operate efficiently, you need to focus on the input of others, integrate the message, and act on it without having to be reminded.

Cooperative and Supportive Attitude Toward Other Individuals on the Team

For any team to achieve its full potential, you, as an individual team member, need to set aside your own

personal agenda and support the other members of the team. Nothing slows down the forward progress of a team more than individuals with uncooperative attitudes. You may not always be in total alignment with the direction of your team, but you need to support your colleagues and leaders and cooperate with them to achieve desired team outcomes.

Consistency in Preparation and Performance

Successful teams function well when individuals do their part and then hand the task off to others on the team. If you are poorly prepared or perform your tasks inconsistently, you slow down the entire team effort. Teams live and die by the trust they have in each other, and when you are consistent about performing your tasks, you increase the amount of trust your team members feel comfortable placing in you.

Skilled in Planning, Organizing, and Time Management

Because of the intricate way that workloads are shared and sequenced in a team, you must be skilled in planning your role, organizing your individual workload, and completing your function in a way that enables everyone else to complete their work on time.

Knowledgeable and/or Experienced in Team Role

An ideal team member has the training, knowledge, and experience to perform effectively in their role. If your role is new to you and you lack the desired experience, you have a responsibility to make up that deficit through study, mentoring, or additional training without slowing the team's progress.

An Upcoming Event With MSBCoach to Discover Your Authentic Leadership - hosted by Elizabeth Swider

I'm inviting you to explore your own authentic leadership style in a coaching group led by MSB Coach Michelle Braden.

I'm hosting a get-together at my home so you can meet Michelle, hear her discuss authentic leadership, and decide if you want to register for the three-month group-coaching program that Michelle is offering. See the attached flier for more details about the program.

If you're interested, RSVP to me via email or phone and come to my home in Charlottesville on Thursday May 14 at 7:00pm. My address, phone number and directions are listed at the end of this email.

I met Michelle when she spoke about authentic leadership to our Aging in Place Business Round Table group. I was so inspired by the idea of consciously developing a leadership style around the real me -- my values, my passions, my unique contribution -- that I asked her if she would consider coaching a group of us to be authentic leaders so we could support each other in our development. She agreed and now we're putting together the first coaching group! You're receiving this email because either Michelle or I (or both!) thought you would be interested in this group.

Michelle will give more details at the get-together, but here is the basic structure: The group will meet with Michelle six times over three months. Half of the coaching sessions will be in person and half will be via conference call. During the sessions Michelle will lead us through exercises to distinguish or unique stories, values, and motivations and help us channel them into greater effectiveness and fulfillment in our lives and careers. The cost of the program is \$350.

You can find out more about Michelle on her website at <http://msbcoach.com/about.htm>

Feel free to invite others people who you think might be interested. Please RSVP so I can make sure we have enough room and enough refreshments for everyone!

My address and phone number are:

Elizabeth Swider
785 Pewter Court Apt#308
Charlottesville, VA 22911
434.989.0593

Directions (Note: Google has a great map but Mapquest has a terrible one that won't help!)

- From Richmond Rd/250, turn North on SR 20 (Stony Point Rd)
- Take first right at Fontana Drive
- Take first right into Avemore
- Take first right out of roundabout
- Take first left. After you turn there will be garages on your right and apartments on your left. As you drive straight, you will be looking at my apartment building.
- When you reach the end, turn left, then make a the first right and park anywhere.
- I'm on the third floor in apartment #308.

Thanks and I hope to see you on the 14th!

Elizabeth

Elizabeth Swider
President
Care is There
434.326.5323 extension 2

New Program for Emerging Leaders



MSBCoach, LLC proudly introduces our new Emerging Leaders program for today's leaders on the rise. If you have considered MBAE programs, but are not sure they are the right fit, you must look at this program.

We are offering real-time leadership application for current leadership challenges. This program will move you forward as you are trained and coached by our world-class staff. You will have opportunities to learn and grow as you collaborate with other emerging leaders, build a strong support team, network and discover the power of self-leadership that will empower your success in team and organizational leadership. Below is a summary of what we will cover and when the program begins. For more information, contact us at info@msbcoach.com today!

Program Overview:

- 9 months in length
- 2 retreats
- 1 group coaching/training a month
- 1 individual coaching session a month
- Real time program for current emerging leaders
- Personal & Organizational Leadership challenge - breakthrough paper & presentation
- What am I learning and applying? - paper each month
- Begins Sept. 21, 2009
- Retreat #1 - Oct. 16 - 18, 2009
- Retreat #2 - March 19 - 21, 2010
- Ends June 15, 2010

Acceptance into program:

- Nominated by organization, academic institution or you are a business owner
- Complete application process
- EL staff will carefully choose 10 to enter the program
- Only one EL (emerging leader) from an organization is accepted at a time

Content:

- Authentic Self Leadership
 - self-awareness
 - self-leadership
 - values
 - morals
 - ethics
 - goals
 - strengths
 - balance processing
 - work/life balance
 - your stand
 - personality Profile
 - emotional intelligence
 - 360 feedback
 - whole leadership
 - body
 - soul
 - spirit

- going from top individual producer to key leader
- Authentic Team Leadership
 - how my self-leadership affects my team leadership
 - verbal communication
 - non-verbal communication
 - delegation
 - conflict resolution
 - meetings with purpose
 - motivating your team
 - synergy - power in numbers
 - no favorites
 - neurolinguistics
 - hiring smart
 - networking
 - empowering others
 - leading leaders
 - high performance teams
 - 360 feedback
 - multi-generational leadership
 - community leadership
 - leadership challenge - breakthrough paper and presentation

Some of our Required Reading:

- Now Discover Your Strengths
- Emotional Intelligence & Social Intelligence
- The Power of TED
- The 8th Habit
- True North
- Developing The Leaders Around You

LOR Faculty & Presenters Include:

- Hans Philips - Oncologist, Founder of Being University, Co-founder of Accomplishment Coaching
- David Emerald - Author "The Power of TED* (*The Empowerment Dynamic)" & Co-Founder of Bainbridge Leadership Center
- Pete Ronayne - Dean of the Faculty at the Federal Executive Institute
- Michelle Braden - President MSBCoach, Founder of LOR Program for Emerging Leaders
- Yvonne Black - Ordained Minister, Ontario Police Chaplain
- Peter Bartlett - Sapience, Retired HP High Performance Teams Executive
- Dave Norris - Mayor of Charlottesville, VA, Executive Director of PACEM

- Maureen Blackwell
- Dr. Mels Carbonell
- More details to come...

Motivational Corner

Failure is success if we learn from it. - Malcom S. Forbes

It's never too late to be who you might have been. - George Eliot

Management's job is to see the company not as it is... but as it can become. - John W. Teets

You can't have a better tomorrow if you are thinking about yesterday all the time. - Charles F. Kettering

New Follow Michelle on Twitter

Be sure to keep up with Michelle on Twitter at "**CoachingLeaders**"

Turning Potential Into Success!