

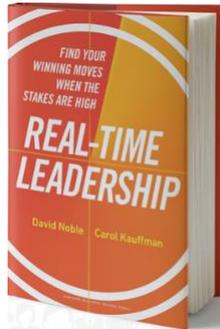
*FIND YOUR
WINNING MOVES
WHEN THE
STAKES ARE HIGH*

REAL-TIME LEADERSHIP

David Noble

Carol Kauffman

Real-Time Leadership:
Find your Winning Moves when the Stakes are High
David Noble & Carol Kauffman



David brings a rare trifecta of leadership, strategic and operating lenses based on over three decades of experience as an operating executive as well as consulting to senior leaders. He has been an executive at two of the world's best run financial institutions, holding positions as varied as head of strategy and CEO of the world's first digital bank. He spent several years in leadership roles at two global strategy consultancies, followed by a decade as a senior advisor at Egon Zehnder. His personal purpose is to help leaders to get clarity and growth when they most need it

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Carol brings a sense of humor and lateral thinking to her teaching, coaching, and advising. Thinkers 50 ranked her among the top 8 coaches in the world. With over 40,000 hours experience her first love is still coaching. She has been on the faculty of Harvard Medical School for over 25 years where she founded the Institute of Coaching. She is also a Visiting Professor at Henley Business School and a senior advisor at Egon Zehnder. Her personal purpose is to bring joy and challenge to the powerful, ignite their excellence and galvanize their goodness to protect all they serve.

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Introduction: Why MOVE?

“Anyone can hold the helm when the sea is calm.” Publilius Syrus

This book is not about calm seas.

We devote this book to handling high-stakes, high-risk leadership challenges, the ones you have to manage in Real-Time as they unfold, whether it’s something you need to face at this moment, this month, or over the long term. Challenges that may be unfamiliar to you which could lead to a prize, or to peril. Getting your leadership right in these high-stakes, high-risk moments could literally mean the difference between winning and losing; between the company surviving or perishing; between your career accelerating or faltering; and between feeling fulfilled by your successes or experiencing only hollow victories.

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The Gulfstream G650 touched down at Westchester County Airport in New York early on a clear March morning, carrying a single passenger. Matt stepped off the plane into a waiting car for the short drive to a hotel in Greenwich, Connecticut where a suite had been booked so David and Carol could work with him together, privately, and without interruption for the day.

Matt was a top executive in a Fortune 25 company. A new CEO would be named within the next week and Matt had been the odds-on favorite candidate.

But he was in trouble and needed to talk. The previous day he bombed his interview with the Nominating and Governance (NomGov) Committee of the Board. Upset, Matt recounted for us how, as he made his pitch to NomGov, he saw doubt in the faces of the committee members. He doubled his efforts but only felt increasing tension wash through the room like a wave. By the time the Q&A started, Matt could feel the Committee’s frustration and knew he was under water. He left, unsure of himself.

What Matt sensed was real and he was right to be worried. He didn’t know it at the time, but the committee had shifted to favor an external candidate with a well-known personal brand who had made a stronger case and gained an inside track on the job.

Matt had one more chance to make his case in front of the full Board the next day. The NomGov Chair called us in to help Matt make the most of his last shot.

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If Matt had known our leadership framework, MOVE, he would have been able to scan through the situation in real time and change the course of that ultimately disastrous Committee meeting.

He would have been able to read what was happening and identify the best response to those tough moments. Better yet, he could have prevented the disastrous interview entirely.

We couldn't go back in time to fix that situation, but we were motivated and prepared to help him avoid a repeat the next day. You will read more about his journey below.

What challenges are you facing right now? Storms can kick up at any moment, both within the company and outside, and sometimes both at once. In such fierce gales, facing rogue waves, can you still hold the helm? A startup founder we worked with described the experience of his first funding round as, "A tornado of fire and sharks." Can you keep standing through that?

You can. A good captain reads roiling seas well, remaining calm and determining an optimal path through the chop. It requires constantly monitoring for changing conditions, and adroitly assuring the crew is on board with the direction and operating at peak performance. Just so, we will help you become that captain and remain even-keeled, acutely read the situation, move beyond your basic reflex and instead, respond in the best way possible.

To do this we need to help you create "space" between what challenges are thrown at you and how you react. Making optimal choices in Real-Time is possible. The key to doing it lies in the wisdom Victor Frankl shared after surviving three years in four concentration camps during World War II. "In between every stimulus and response there is a space," he said. "And in that space is our freedom to choose."

Every step of our framework helps you find, open, and use that space well.

Our evidence-based research and decades of experience have shown us how the best leaders do this, and we've been privileged to join them on their journeys. We'll show you how to weather any storm by following our MOVE framework, the essence of which is:

M: Be Mindfully Alert. Find the space to be attuned to the three dimensions of leadership so you are clear about your priority goals; which character strengths and skills you want to cultivate as a leader; and how best to relate to others to accomplish your goals.

O: Generate Options. You want at least four pathways forward and four ways to win and make whip fast, or slow and thoughtful decisions in real time

V: Validate Your Vantage Point: Check your take on reality and choose the best point of view.

E: Engage: Effect change at first as an individual, then at scale, or all else is moot

When it's your move, you MOVE. Get these four principles right, master this framework, and you'll succeed. It's a crash course.

You are going to meet many of the amazing leaders we have worked with, and experience how they successfully moved through the most challenging times in their leadership together with us, using this framework. People like:

- Stevie, who was tasked with transforming the core of her company to compete even more effectively in future, starting with a painful reduction in force.
- Cheryl, who stepped in as CEO to grow a company ten times the size of anything she had previously led, by building out adjacencies in product lines and geographies, digital transformation and seeding potential moonshots.
- Marcus, the brilliant results-oriented head of a massive energy company who was losing followership in his team and possibly compromising his recent appointment to the role.
- Akash, the analytical Chief Operating Officer who almost micromanaged his way out of his role.
- Amanda, a CEO who felt so pressured to grow her business that she almost went for an impulse acquisition that would have led to catastrophe.
- Aria, the Executive Director of a Non-Governmental Organization (NGO) who was on the verge of being pushed out by her board.
- Leo, a scientist who was a subject matter expert and became lost when he was promoted to become a leader of leaders.

And many more. While we typically work at the top of the house, the lessons we've learned apply to nearly everyone. Great leadership has evolved. It's flatter, faster, and more fluid than ever. We face waves of mega crises and what worked yesterday doesn't work today. We designed our framework to be flexible enough to be of service to you no matter what your challenge. It can be a lifeline for you when the stakes are at their highest.

Welcome to the private world where real-time leadership happens.

How we help.

We have taken our tens of thousands of hours working with top leaders and distilled the essence of what made our advice and coaching effective and of greatest service. We've divided this book into two parts. The first part, chapters 2 through 13, walks you through our overall framework as well as each of its four parts in depth. You'll see where to focus your efforts, how to find multiple ways to navigate your challenges, identify techniques to validate your choices and implement best practices to effect change.

Part 2 takes you on a journey we have taken with many newly minted CEOs and other C-suite leaders, guiding them as they stepped into a new level of leadership, facing more intense challenges than ever before in their careers. In Chapters 14 and 15 we show you specific ways to apply the MOVE framework when taking on a high-pressure new job. We go further and deeper than the “first 90 days” acceleration programs that are really just table stakes. We show you how to apply the MOVE framework to grab opportunities and avoid pitfalls.

Once you have the job, big challenges follow. We then take things to the next level by examining in Chapters 16 and 17 how you can tackle what we call the “10x challenges.” These are big, thorny goals that you set to super-charge the company’s performance, perhaps greatly accelerating growth, completing a turnaround, or charting a path for achieving innovative disruption. We show you how to meet the strategic and execution challenges to create massive value while at the same time detecting and containing risks that could eliminate you and your company. 10X challenges can be scary stuff but pulling them off with your team is what makes you distinctive as a leader.

Chapter 18 describes shortcuts that you can take in some situations by doubling down strategically on just one or two aspects of the MOVE framework to drive peak performance. Finally, in Chapter 19, we help you get above it all so that you can lead in real time, all the time. We’ll explore how to sustain and renew growth as a leader over the long term, which is a hallmark of all great leaders.

Leaders we work with take pride in having a growth mindset and are always challenging themselves to become better. They relish being at the edge of their growth, becoming agile and able to shift to new leadership styles as requirements change. It is easy to feel lost here, but transformation is always close at hand. When you are at the top of your game it can be disorienting as you wonder – what’s next? Can I really do this? After all, you’ve never been in that place before. Yet, that’s what success feels like and you must get comfortable with that feeling to stay at the top.

Quick question. How important is your personal development?

Quick answer. In a recent survey by Egon Zehnder, of nearly 1,000 CEOs representing a total annual revenue of \$4 trillion, 90% said that personal transformation was necessary before succeeding in organizational transformation. In the same survey three years earlier, only 30% said personal transformation was key. Times have changed and so must you.

We share what we have learned, and we also pull back the curtain to bring you into some of the real-life coaching scenarios we’ve been through. Personal development and business acumen are intertwined along with how you choose to lead. You’ll see our leaders at high stakes moments

and we'll take you into their heads and hearts. You'll hear our conversations. While we have shortened actual dialogues, we have faithfully maintained the intent of the speakers in all cases. But you will not know who they are, *ever*. We've changed identifying details and at times merge two similar clients together to make identification impossible to protect privacy. The kind of connection we develop is a sacred trust and we would never violate the faith placed on us. Our most famous clients who are public figures you would know do not feature in this book at all. Beyond this, the work we do with leaders drives advantage in the marketplace, and no one wants to give that away, least of all us.

MOVE is your playbook – dive in. It takes practice to master it, but you can immediately apply some or all the principles. Go through step by step or just jump into what you need, right now. Expand or contract it as you need, either at hyper-speed of 5 minutes at a time, or through deep work over 5 days, months or even for the rest of your career.

Truly diving into the MOVE framework will help you on your journey to sustain peak performance and life satisfaction over the long term. It is our joy to help you become as successful and fulfilled and even greater than you imagine.

Why listen to Us?

We are recognized as two of the world's top leadership advisors and coaches. Together we bring complementary perspectives and expertise, offering a unique combination of insights and capabilities. For both of us, the best moments in our careers have been when we have helped others unlock and act on breakthroughs in how they view the world, their professional roles, and themselves.

David brings a rare trifecta of leadership, strategic and operating lenses based on over three decades of experience as an operating executive as well as consulting to senior leaders. He has been an executive at two of the world's best run financial institutions, holding positions as varied as head of strategy and CEO of the world's first digital bank. He spent several years in leadership roles at two global strategy consultancies, followed by a decade as a senior advisor at Egon Zehnder, the world's largest private partnership devoted to leadership advisory and search, among other top firms. His personal purpose is to help leaders get to clarity and growth where and when they most need it.

Carol has trained thousands of psychologists, coaches, and leaders through award winning programs she's developed as part of the faculties of Harvard Medical School and Henley Business School. She is a senior leadership advisor at Egon Zehnder and is ranked as a top 8 coach in the world. She believes advisory work and coaching should be enjoyable, energizing and a lifeline in time of need. Her personal purpose. a conduit of joy and a sword of truth to care for and challenge the powerful and galvanize their goodness and become extraordinary.

Our differences complement each other. David has a brain built first on frameworks and models that he leverages and/or creates. Pattern recognition, logic and deductive thinking help to inform his intuition. Carol comes from the position of an inductive and emergent thinker with extensive pattern recognition and decades of immersion in research and the scientific method. . She uses theory and intuition to develop frameworks and models.

Why two coaches with one leader?

When a CEO calls for outside help with, say, corporate strategy, how often does one lone advisor show up? Never. Why should this be different when you are working on leadership issues at the top of the house? While we each have our own clients, we often team up because we've found that combining our particular strengths has an outsized impact.

We realized how powerful merging our experience and specific expertise would be, , especially for the most complex leadership challenges, mostly by chance.

Carol was coaching Marcus, the new CEO of a Fortune 100 energy company, who was frustrated as his vision of shifting operating models to a single, global approach had met deep resistance. Regional heads were not only digging in their heels and defending their turf, but were working hard to undermine and upstage one another. Marcus and Carol had made great progress on emotion self-regulation and social intelligence to manage his frustration with them, but the team still wouldn't budge on supporting the strategy.

Meanwhile, David had been working with Marcus' team on their strategy. One day, David passed by Marcus' glass walled office, where Marcus was sitting with Carol. She stopped the session and asked David to join. David asked how Marcus felt the transformation was going. When Marcus shared his frustration about the team's intransigence, David asked Marcus how well he had articulated where he wanted the company to go, briefly mentioning the concept of Leaders' Intent, which we explore later in the book. Marcus said he might not have explained his intent optimally.

David then asked him why he thought the strategy was the right direction for the organization. His answer showed he had his strategic thinking down cold. But then David proceeded to ask Marcus whether he had clarity on how decisions should be made, who was accountable for what, and what milestones he had identified for verifying progress. David's awareness of what the team was feeling helped him help Marcus see that while he had taken the first step and nailed the strategy, he had done little to address these other important issues.

We immediately saw how we could join together in coaching him to further assist with his interpersonal priority, which was to get his team working with him, as well as with sharpening the clarity of his communication to them, and instituting structures for executing the strategy and spotting any signs of bottlenecks or conflicts. Together we helped Marcus quickly bring his team into alignment, and as we continued to work with him and our other clients, we worked with each other to combine our experience in psychology, strategy, and operating roles to craft the MOVE framework. So effective has the combination of our experience been that even when we do 1-on-1 work with our separate clients, we consult with each other to make sure we're bringing the best the two of us have to offer

1 How to MOVE

“If I’m an advocate for anything, it’s to move. As far as you can, as much as you can. Across the ocean, or simply across the river.” Anthony Bourdain

We’re going to build out the MOVE framework in depth in the coming chapters, but it will help to give you a flyover here. This will set you up with a general understanding and serve as a reference you can come back to time and again.

Let us walk you through our work with Matt, the CEO candidate from the Introduction, and how it tracks to the MOVE framework.

M: Be Mindfully Alert

Mindful alertness in high-stakes moments means being exquisitely aware of what is needed from you as a leader at this exact moment, so you can lead in real time. Mindfulness is calm awareness of what is around you and within you, what you are feeling, and the capacity to accept this without judgment or bias. Being Mindfully Alert implies carrying a precision about and flexibility with where you put your attention, more like the elite athlete in a fast-paced competition. To achieve this requires facility in two core elements: overcoming reflexive choices and understanding that leadership is always a three-dimensional challenge. To begin your journey, your commitment to increasing your self-awareness and self-responsibility is paramount.

Many successful leaders have come to rely on their reflexes, honed by years of pattern recognition and skill development. They seem to know what to do effortlessly. When they see x they know to do y. Their reflexes can seem flawless -- when navigating known challenges or familiar circumstances. But being in automatic pilot mode doesn’t work well in high risk, high stakes situations where much is unknown or rapidly changing. In fact, it can be disastrous. Your instincts can cause you to overreact or underreact. Even if you can jolt yourself out of your default into Real-Time leadership by being Mindfully Alert, there is a steady pull back to your

reflexes. It requires knowledge and practice to unlearn years of reflexes and develop new habits to counter those that have been hard wired because they have worked so well until now.

Unlearning your reactive posture starts with understanding that any leadership challenge includes three, inseparable dimensions. The dimensions are:

External: Challenges, goals, and priorities that come from outside forces, like the board, a colleague, or competitive pressures

Internal: Challenges, goals, and priorities related to yourself such as character strengths, emotional regulation, or your mindset

Interpersonal: Challenges, goals, and priorities centered on helping others be at their best through relationship skills and authentic connections

Lock these in. We will refer to these, again and again, as the *3-Dimensional leadership perspective* on the multiple demands of leadership, throughout this book. Every challenge you face involves some or all of these.

You can address your three-dimensional leadership demands with a well-thought through strategy that over time can be honed into a new set of reflexes that don't fail you in real-time. To develop three-dimensional leadership capacities we will walk you through how to answer three key questions each of which maps to one of the three dimensions:

Questions for 3D leadership:

1. What does a win look like for the goal you want to achieve? [External]
2. Am I being the person I want and need to be right now? [Internal]
3. Am I leading in the way others need me to? [Interpersonal]

The first question speaks to leadership's external dimension. External goals are specific high stakes priorities that you want and need to achieve, like pulling off a merger, driving organizational change, taking a successful decision, dealing with a conflict, or getting promoted to CEO. They include both goals that you choose, and ones handed to you, like financial targets.

The second question maps to the internal dimension, what you expect of yourself and what others need you to be to meet those external goals. Being able to be who you want to be requires self-awareness, learning, self-responsibility and practice. Especially when you are under high-stakes pressure that would crush others, you'll need to draw on your personal values, like courage, perspective, and compassion and put them into action. It also requires you to develop your character, strengths, and purpose.

The third question is the interpersonal dimension: do you know how to create relationships that empower others and unlock optimal wellbeing and performance in *them*? Notice our question is how to lead in the way others need, not to lead in the way that you'd prefer. In any interaction, a leader needs to be able to have multiple ways to respond to unlock the potential of others. This applies not just to direct reports, but to the relationships up, down, and all around you.

Research is clear that simply pausing to ask these questions before you take any action is crucial to formulating an optimal approach to your 3D goals. In the coming chapters, we equip you to improve your mindful alertness and to make mindful alertness second nature. Once you do that, alarm bells will sound when you go off course. You will be able to see how your aim would have been way off by just reacting instinctually. It doesn't matter if you hit a bullseye if you are aiming at the wrong target!

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Back to Matt, our leader on the cusp of losing the CEO succession race. He had, instinctually, aimed at the wrong bullseye. The NomGov Chair told us, "Matt's the right guy but he stayed in the weeds the entire time the committee spoke to him — he talked in paragraphs instead of sentences with way too much detail. He came off like a robot, not connecting with any of us. We need someone who can elevate and be a real strategic CEO. It's now a horse race between him and the external candidate."

As we sat down with Matt at 9:35 a.m., he glanced at his iPhone and said "stock's down 7% on opening. Wow. Ok we should get started." Clearly, he was better at managing his inner state than he was at reading how to connect with the committee. His calm reaction to a stock swoon showed he could stay calm in the face of stressful news.

David locked eyes with Matt. "What was your goal with NomGov? What were you hoping to achieve?"

Matt exuded tension, but immediately responded, "I needed to show them that I was on top of the business, with a command of the details, and a clear plan for success. I know far more than any of the other candidates. Even more important because of the company's difficult situation and with our stock price being all over the map." He sighed and looked down at his feet. "But the more I talked the more the committee seemed frustrated with me. I didn't expect it. I know them all and I'm normally comfortable with them, so I thought I had it in the bag."

His disappointment was palpable, and David and Carol briefly commiserated with him. After all, we knew, judging the expectations for your leadership can be quite tricky. That can be true as much when you're promoted from inside as when coming in from outside. From our

conversation with the committee chair, it was clear to us that Matt had gotten his external, internal, and interpersonal goals wrong. He'd prioritized showing his knowledge of the business as an external goal, to prove to them he knew his stuff. But since the board already knew him quite well, this was off target. Additionally, we sensed that he believed his internal goal was to be rock steady emotionally, which he saw as a great strength, and it was. But as a top leader, he would need to calibrate his emotions and sometimes show compassion, and to give voice to his passion. His limited view of his internal priority in turn had distorted his view of his interpersonal goal in this situation, which was to show his full leadership range to the board.

We needed to confirm this hypothesis, so Carol asked, "If you think about your intangible qualities - your deepest strengths and your personal values— what matters most about how you show up?"

"I can't say I've thought this through," he readily admitted, "I'm normally so focused on financial goals, executing transformation initiatives, building employee engagement and the like."

"That's understandable", Carol said. "Let's pause. Give yourself some space to think. What is really required of you as a leader to be the best CEO you can be? How can you convey what is most important to the board?"

"Being calm under any circumstance. That is exactly what we need right now since the company is in crisis."

David continued this train of thought. "So, what you're saying is that emanating a sense of calm is what matters most at this point. Being able to do that is crucial. What else might matter most now?"

"If I get the job, I will need to immediately take tough decisions. We have to transform our cost base and that will mean thousands of jobs will be lost to save tens of thousands more. When I tackle issues this serious, sometimes my calmness can be mistaken for detachment. But the reduction in force will tear my insides apart. I wish others could see that I'm obsessed with doing the least harm possible."

Matt had perceived that some of his colleagues had seen him as robotic in past crunch times. He hadn't realized that to be the best leader he could be, he would need to address that perception of him. We have found those who are truly good-hearted don't realize others don't automatically know it, so they don't always show it.

“So, being calm is crucial,” David responded, “but people need to see how much you care and truly have their best interests at heart.

“I feel it, I guess I’ve been hiding that side of me.”

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Bingo! David and Carol were smiling now. With just a little reflection, Matt had improved his mindful alertness and began to redefine who he needed to be as a top leader.

It was going to be a struggle, “but people need to see me as strong and calm in order to feel safe.”

He had just beautifully expressed one of the difficult challenges of high-level leadership. We have set images of who we should be, which form our basic assumptions of how we should act. In this case he was deliberately hiding the very part of him that would have won the board over.

With just a little more prodding, he remarked, “Okay, here’re my take-aways. One, show up as a real person, not just an information dispenser. Two, focus on reading the room to respond rather than react to their comments. Three, show I can get above the day-to-day fray with a strategic perspective and to see around corners about what is ahead for us.”

We were delighted. In a relatively short time, Matt had gotten clarity on his internal priorities of who he needed to be as a leader during this difficult time, and how to best interpersonally relate to the board. He had now locked in on his external priorities. To win the board over he had to stop proving himself over and over with his smarts. Instead, he had to show up as a leader who understood what those he was leading needed from him in that moment. To do that would be to win the NomGov committee’s hearts as well as minds.

Matt was now Mindfully Alert. Alert in 3D.

O: Generate Options.

Knowing *what* to do must be followed by thinking through *how* to do it. That’s what the mindfully alert leader must do next: generate options for moving forward.

Research shows that optimal performance requires not only will power, but what has been called “way power.” You may have all the will in the world, but for complex leadership demands, you need to be able to generate several different options to achieve your goals. Your default approach can become dangerous in new types of high stakes situations. For anything important you need to be able to envision and act on at least four different pathways to win.

In Chapters 6 through 8 we will walk you through our Options Generator which is a remarkably powerful method to enable you to identify at least four approaches to navigate any external priority; four ways to achieve your internal priorities; and four ways to achieve your interpersonal priorities.

Here's a quick example of how to generate four options to win. You have probably heard the phrase "Lean In" which is to have a highly active stance on resolving an issue. But there are three more stances and these four together create a kind of template you can build upon.

Four ways to generate options:

Lean In: Take an active stance on resolving an issue

Lean Back: Take an analytics stance to observe, collect and understand the data

Lean With: Take a collaborative stance with others, focus on caring and creating an optimal culture.

Don't Lean: Be still, discipline yourself to be receptive and take in all that is around and within you so that creative wisdom can then surface. (This, by the way, is usually the most difficult stance for leaders to take, as you can imagine. But it is a necessary one to develop)

Also lock these in. Applying the four stances to your three leadership dimensions will be crucial to turn mindful alertness into options. Here's how we did it with Matt.

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Since the Board meeting was the following day, we didn't have time to take Matt through a complete Options Generator. Instead, we focused on helping him expand his leadership range by developing just one additional option for each of his 3-D priorities.

Under the pressure of the NomGov presentation he had defaulted to and overplayed a "Lean back" hand. To meet what he mistakenly understood to be his external priority he showed up as detached, analytic and detail oriented. To get the job he had to be able to switch stances, quickly. It was clear he needed to "Lean In" by being crisper about how he communicated his priorities. He also needed to "Lean With" the board by focusing on connecting with them and showing how much he cared about the organization.

There was no time to be diplomatic. The clock was ticking. David pushed hard on Matt to get past his natural inclination to prove himself with cascades of information an inclination that ironically masked his true leadership potential. We explored what the board needed from Matt,

not how Matt could wow them with his mastery of detail. The better question was how many key messages could the board absorb: 2? 3? 4? He had to be calm and clear enough to be curious. Then he could look at himself through the eyes of the board.

For the next couple of hours David and Matt crafted and practiced the few crucial points that he would need to communicate to the board, no matter what.

He needed to articulate his strategy in a single sentence to show two things. Yes, he really understood the business. And yes, he understood that the board needed less, higher quality content.

But he needed more than that. Carol worked on him developing his inner game including how to be more comfortable with who he was. He needed to build on his newfound understanding that hiding his caring side was not a winning strategy. “Since having compassion is core to who you are, what gets in the way of you showing it?” she asked.

“It’s just who I am. The bigger the challenge the calmer I get and the less emotion I show. I’m also very aware of role modeling strong leadership. All my mentors were like this.”

Carol commented, “In that way you’re a good soldier, but is that the optimal way for you to be as a leader? If you were a 10 out of 10 as a leader, would you suppress this side of yourself?”

“I guess not. Honestly, I thought you had to take emotions out of the equation.”

“That is an assumption you’re making; do you think it’s true?” she asked. And together they explored a new option of conveying both calm and compassion. He felt great about it, then like many experimenting with something new, he worried he might pivot too far and be overly emotional in front of the board.

“Really?” Carol quipped, “Do you think if you tried with all your might, you could come across as overly emotional?” With that the tension evaporated, and we all had a good laugh. Now Matt was prepared with a new option to meet his interpersonal priority. He would Lean With the board, infusing his humanity into his interactions.

V: Validate Your Vantage Point

Matt had his game plan. Now he had to give it a second look.

Thank you for reading this far!
We hope you will want to continue.
Real Time Leadership will be available, 2/21/23