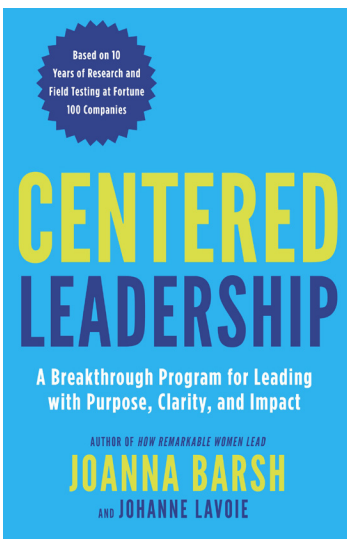


EXECUTIVE BOOK SUMMARIES

www.convenebooksummary.com



ABOUT THE AUTHORS

Joanna Barsh & Johanne Lavoie

Joanna Barsh is a director emeritus at McKinsey & Company, where she launched the Centered Leadership Project in 2008. Johanne Lavoie is a senior expert in McKinsey's organization practice and serves as the dean of the Centered Leadership Project.

Centered Leadership

THE SUMMARY

Crown Business March, 2014

PART ONE: INTRODUCTION TO CENTERED LEADERSHIP

This book won't give you a magic formula for becoming a better leader. Rather, it will help you come up with a personal action plan for further developing your leadership practice. Through the reflective exercises this book presents, you will learn how to manage your own thoughts, feelings, and actions so that you are better able to unleash your full potential.

Once you have a better understanding of your own strengths and weaknesses, you will be able to become the kind of leader who is well grounded, faces the future with hope, adapts to opportunity, achieves results, and embraces learning.

At the age of fifty, after I had spent a decade as a senior partner at McKinsey & Company, I suddenly woke up with a feeling of deep emptiness. I didn't know what was wrong. Eventually, I got the idea to interview successful women leaders around the world and across all fields. My team and I crafted these interviews into a new approach to leadership that combines organizational behavior, neuroscience, evolutionary psychology, and positive psychology. This approach became the basis for the book *Centered Leadership*.

Over the last five years, I have developed Centered Leadership into a concrete program to help leaders grow. My team has taught the program to more than 30,000 people in twenty countries. Our goal is to develop scores of leaders who want to make a difference in the world.

Centered Leadership

The Force

Most of the leaders I interviewed seemed to have a magic about them. They saw opportunity everywhere; exuded positive energy; understood their thoughts, feelings, and actions; and actually welcomed criticism and opposition. When they failed, they bounced back with even more energy. They were forces of nature.

As my team analyzed the interviews and relevant research, we settled on five key areas that set apart centered leaders: framing, connecting, meaning, engaging, and energizing.

We tested these ideas in further surveys. We found that a very small proportion of leaders practice four or five of these dimensions, but those who do report extraordinarily high levels of effectiveness, satisfaction, and competence.

The prerequisites for Centered Leadership are a *desire to lead*, *talent*, *knowledge*, and a *capacity for change*. After that come the five main dimensions.

Meaning includes a leader's sources of happiness, core strengths, and sense of purpose. This is the anchor of Centered Leadership. When we know what really matters to us, we can discover our purpose, which gives us the courage and confidence we may not otherwise have.

Framing includes the key skills of self-awareness, pausing, and adaptability. Do we know ourselves? How self-aware are we in the throes of stress and panic? With practice, we can pause and notice what triggers our emotional reactions and fears.

Connecting encompasses a leader's trust relationships, network and community, and sponsors. Only those who cultivate meaningful community from their networks are able to scale up their leadership visions.

Engaging relates to a leader's presence, ownership, and ability to take risks and action. Engaging requires us to align our intention, attention, and emotions, so that all are working toward the same goal.

Energizing is about how leaders take care of themselves so that they can sustain high performance over time and more easily recover from setbacks and exhaustion. It includes our energy balance, recovery, and sustaining practices.

Setting Out

Before we begin, let's do a quick check-in exercise. Take a moment to complete these sentences:

- Right now, I am feeling or physically sensing...
- What I want to learn and bring more to the fore in my leadership is...
- What may keep me from being present (or get in the way) is...

If you are in a group, you can ask people to share one word that captures their thoughts and feelings at the moment. You can also try prompts like these:

- Today I wanted to come here because...
- What really matters for me in this discussion is...
- What will make this a great meeting for me is...

Centered Leadership

- The biggest opportunity I see for myself and others is...
- The most important issue I would like us to address is...

At My Best

To start your journey as a leader, ground yourself in the leadership characteristics that you most admire. *These characteristics lie within you, as well.*

First, imagine a leader who is truly distinctive in your mind, someone who has had a profound impact on you. What distinguishes this person? Be specific. What did he or she do or say? What effect did that have on you?

List at least twenty of this leader's characteristics then sort them into three categories:

- Intelligence and technical ability qualities (e.g., smart, quick decision maker, strategic)
- Qualities of emotion and energy (e.g., honest, open, passionate)
- Qualities of meaning (e.g., purposeful, inspiring, values based)

While most leaders are smart and skillful, it is the last two categories—a leader's influence on our emotions, energy, and sense of purpose—that actually set apart effective leaders from the crowd.

Now, it's time to recognize that some of the traits you wrote down are actually the same ones to which you aspire. Complete this sentence:

"I admire _____ for his or her _____, just like mine."

Recognizing in yourself the characteristics you admire in a distinctive leader is a step toward becoming one.

Next, it's time to think about who you are when you are at your best. Recall a high point over the last few years at work when you felt passionate, engaged, energized, and resourceful.

Write down your story as if you were in the present tense:

- What am I doing, thinking, and feeling?
- What do I value most about my work and myself in this moment?
- What does this experience say about me?

After you do this exercise, gather feedback from four to ten peers. Ask them what they see in you when you are at your best.

- What do you observe me doing, and in what events or situations?
- What is the impact of my behaviors on others?
- What advice can you offer to help me bring my best self forward more of the time?

Centered Leadership

PART TWO: MEANING

Our research shows that meaning is *five times more important* than any other dimension of Centered Leadership. That's because meaning helps us know that we're making a contribution during our short time on earth.

The first component of meaning is happiness, though by no means does being happy guarantee a meaningful life. Happiness is necessary but not sufficient.

One component of happiness is the conditions of our lives. What conditions do you require to be happy? Research shows, however, that conditions only account for ten percent of our happiness. Another fifty percent is attributed to genetic predispositions. The remaining forty percent comes from three factors: pleasure; active engagement; and choosing activities that matter to us, allow us to use our strengths, and help us feel part of something bigger than ourselves.

To clarify what makes you happy, write the following in your journal:

- First, list the activities that provide you with sensory and emotional pleasure.
- Second, list the things that *engage* and *energize* you, providing you with an extended feeling of happiness.
- Finally, list the things that deal with the third level of happiness: activities that engage you, are deeply important to you, and draw on your strengths. These activities are the most important to our sense of meaning, and to our long-term happiness.

At what times in your life have you felt like you were at your peak? Think about the times when you have felt the most energized and resourceful. Were you alone, or part of a team? Were you working on daily business, or a special project? Take notes on the following specific aspects:

- The situation
- Your goal/what you achieved/what you created
- What makes this high point stand out for you

What distinguishes these peak experiences is meaning. What percentage of your time have you spent in peak experiences over the last five years? Over the last year? Over the last six months? Most people's percentage is startlingly low. How much of your time do you *want* to spend in these peak experiences?

Building on Your Strengths

You can identify your strengths by asking others what they see when you're at your best. What traits boost your energy when you use them? In what activities have you always excelled?

Here's a centering and reflection exercise to help identify your strengths. Consider the following questions:

- I am picturing myself as a young child. In my favorite fantasy games, what do I get to do, and who do I get to be? In activities like reading and sports, what characters or players do I imagine myself to be?

Centered Leadership

- As a young adult, what activities appeal to me? When do I feel most passionate and so absorbed in an activity that I lose track of time?

Today, what activities leave me feeling strong, energized, and alive at work, at home, and in my community?

What do I value most about these activities and about myself in these moments? What do these memories say about me?

Hopefully, you've gained some insights that you want to think more about!

Leading with Purpose

We know we have purpose when we can answer these questions: What really matters to me? What do I most want to create in my life?

It's okay if you don't know right now. Here's an exercise to get some clarity:

Imagine that you are walking down a small path bordered with flowers. It takes you into a small wood. You arrive at a well-lit cottage, where many people are gathered. You walk up to a window to look inside.

The people who matter most to you are there. One by one, they are speaking about how you have touched their lives. You hear the tributes of four people who are important to you from different areas of your life and career. One is a sponsor from work, one is a leader of your community, another is a member of your family, and another is a good friend. What do you hear each one say about you in turn?

After you're done listening, you knock on the cottage door. An older but familiar-looking person opens the door. That person is you. You ask for advice, guidance, and wisdom. Knowing you well, what does your older self tell you?

What did you imagine in this exercise? What does it say about who you are, and what you stand for? *What becomes possible* when you live and lead according to what really matters to you?

Emerging Threads: My Purpose

Reflect on the following questions:

- What do I really want?
- If I had what I want, what would become possible for me?
- If I had that, what would then become possible for me? *Repeat the question several times, going further in these successive iterations!*

Your life's unique history, experiences, strengths, values, and passions have prepared you to make a contribution in your professional context. What might that contribution be? Share your ideas with your family, discussion partners, colleagues, and friends. They will help you bring your vision to life.

Centered Leadership

PART THREE: FRAMING

Framing refers to what you see and experience in a specific situation and how your perceptions influence your behavior. When we recognize that we have the freedom to choose our attitudes and create a different experience, we can break free of our patterns.

For years, I was undone by what I perceived as bullying. I clammed up whenever anyone took an aggressive tone or a combative style. And the longer I was frozen, the more I scolded myself for being stupid and weak. Later, I would replay the incident in my head, feeling more and more ashamed each time and making it harder and harder to break the cycle. By framing myself as a victim, I created the outcome that I feared.

Learning to Reframe

Later, I realized that the people I saw as bullies were pushing the same buttons that I'd had as a child. I had a deeply ingrained memory of being unable to protect myself from my angry father, and every run-in I'd had with authority figures since then had solidified the pattern.

When I accepted this vulnerable part of myself, I was able to become more adaptive, reflective, and creative. By cultivating curiosity and compassion, I eventually welcomed the support of those I previously viewed as bullies.

Productively reframing has three steps:

1. Becoming self-aware of what in us is getting triggered
2. Learning to pause and access choice when we are upset
3. Choosing to adopt a new mindset and create a new habit or behavior

Identifying Your Triggers and Fears

Regardless of your situation, you have the freedom to choose your attitude. The only price is your own vulnerability.

Make a list of interactions or behaviors that seriously upset you. What does it look like when your buttons are pushed? Do you feel a racing heart, shallow breathing, or a flushed face? Do you feel defensive? Hurt? Frozen?

What you are feeling is your brain's defense system taking over. Summarize your patterns in a few sentences:

- How do you feel? How do you behave?
- What outcome do you create for yourself?
- What outcome do you create for others?

Filling in the blanks several times in this sentence may help:

- What is triggered in me in the moment I become upset? It's my fear of _____ and my need for _____.
- What do I hold true about myself that appears threatened in this situation?

Centered Leadership

Look deep into your triggered moment. What are you worried about? If the outcome you fear did happen, what would it say about you in comparison to the things that you value about yourself?

Next, consider your fears:

- How did they serve you to get where you are?
- How do they continue to serve you in many ways?
- How do your fears limit you?

Write a letter to your fears. Start a conversation; negotiate with them. Remember that “courage” comes from the French word for heart. Confronting your fears means accepting them and loving them.

Learning to Pause

Our fears serve us well. They move us into action. But at some point, they also begin to limit us. Once you have identified the effect your fears have on you, the next step is *learning to pause*, which lets you re-engage your executive brain in the heat of the moment. Pausing lets you observe, pose a question, or break through the logjam of two competing views.

The first step is to relax your body. Knowing that you are not in physical danger, you can stop your fight-or-flight response.

Make a list of the calming practices you plan to use the next time you feel triggered. Then role-play a recent stressful situation. Practice using each technique at least once.

Learning to Shift Mindsets

Pausing helps us in challenging moments. But how can it help with ongoing interactions or complex, longstanding relationships?

Consider a high-stakes situation from the past year in which you didn’t get what you wanted.

First, describe the situation in a few sentences by putting yourself back in the moment. Re-see, re-feel, and re-experience it. Remember to use the present tense. Who is involved? What is your trigger? What is making this difficult for you?

People are like icebergs; most feelings are beneath the surface. Your feelings and thoughts are just under the water. Further down are your values and priorities, and at the very bottom are your underlying needs and your identity: what you really want for yourself, your intentions and motivations and what you believe to be true about yourself. Make note of several components:

- **Behaviors:** What are you doing or not doing? What are you saying or not saying? How are you acting?
- **Feelings and thoughts:** What sensations or emotions are you feeling? What are you thinking or imagining about the situation, about yourself, and about others? What negative outcomes worry you?

Centered Leadership

- **Values and priorities:** What is important and at stake for you? What beliefs do you hold about the situation?
- **Underlying needs:** What do you want for and from yourself in this moment?

Next, think about your personal pattern in these situations:

- When I am feeling this stress, anxiety, and fear, what do I do or not do? How do I act?
- When I behave this way, what is the likely outcome for me, for others, and for the situation?

The odds are that, in these situations, you were operating with a frame of mind that caused you to behave in ways that *created the outcome you feared most*.

The good news, though, is that you can change your mindset to experience the situation differently.

Go back to the underlying need you identified in the previous exercise. Imagine or remember a time when this need is or was already fulfilled without the limitation of fear.

- What emotions are you feeling? What physical sensations are you feeling? What are you thinking? What do you care about most? Finish this sentence: *I am* _____.
- As you adopt this mindset what new behaviors will naturally emerge and reinforce it? How will the things you do or say change? Finish this sentence: *I* _____.
- What becomes possible for you as you practice this new mindset and its associated behaviors? What experiences will you create more of? Finish this sentence: *What becomes possible for me, my team, and my performance is* _____.

Sustaining Your Reframing Practice

Every new challenge you encounter is an opportunity to practice reframing. But to sustain your new frame of mind, you must practice it with observable behaviors that you can repeat over time and that support your desired experience or motivating beliefs.

Reflecting on the exercises you have just completed, articulate the experience you want to create for yourself. Fill in these blanks:

- *I create the experience of* _____ *as I* _____ (write the observable behaviors here).
- *I know I am on the right path when* _____.

PART FOUR: CONNECTING

Connecting with others is key. But it's important to remember that a collection of business cards is not a network. Relationships grow cold quickly unless they are intentionally nurtured.

We may be surrounded by dozens or even hundreds of people at work. But until we build relationships based on trust, we will feel alone.

Centered Leadership

Think about a time that someone helped you with an opportunity or with coaching you in a new role.

- Who was this person, and what do you think he or she saw in you?
- How did this person help you?
- What did this person do, and what effect did those actions have on you?
- How did you cultivate this relationship? What did you do, ask for, or give?

Building Your Desired Network

Do you see people as assets or as obstacles that stand in your way? High-level executives can be prone to the second view, but, ironically, the more senior you are, the more important others are to your success. Whether you like it or not, your networks play a big role in the results you are able to get.

Who is in your network? Take some time to identify the people who matter *in light of what you most want to create through your leadership*. Name the ones who count, and state whether your relationship is positive, negative, or nonexistent.

Next, sort them by category:

- Crucial to accessing resources: information, connections to key stakeholders
- Crucial to my development: coaching, feedback, evaluation
- Crucial for opportunities: creating opportunities or obstacles
- Crucial to my success: primary influencer, higher in hierarchy
- Crucial to my reach: external connections in industry, with stakeholders
- Crucial to my happiness: people whose support matters

When you have at least twenty names, you're ready to start mapping your network. Gather a large piece of white paper and colored markers. In the center of your page, write the words "my vision" in a small oval. Then create your map:

- Write each name from your list according to how each person relates to your vision and to each other. Don't name groups; just place the people in relation to each other.
- Draw a triangle around each name. Use different colors to signify people in your department, those in your company, outside business contacts, and family and friends.
- Connect each person to your vision. A thicker line means deeper trust. A dotted line shows a potential relationship, and an X shows broken or damaged relationships.
- Add arrows pointed toward people whom you help, and arrows pointed back toward you from people who help you. A two-sided arrow shows reciprocity.
- Draw energy with a zigzagging line. A green line can show an energizing relationship and a red line a draining one.

Centered Leadership

- Put a large dot in the triangle of people who are your sponsors and a lighter-colored dot by potential sponsors. (Sponsors are members of senior leadership who stick out their neck to help you develop and advance.)

Once you have your map, look for patterns. I noticed that new relationships were draining because I assumed others were out to take advantage of me. And the people I needed to collaborate with were not on my map.

Next, choose a new color and use it to add to your map the names of people with whom you want to connect. Cross out the names of those who are not helping you carry out your vision. Consider these questions:

- Which existing relationships should I rekindle?
- Which people should I remove because they are not supportive or are not helping me carry out my vision?
- Which relationships can I transition from draining to energy boosting? How?
- Who are the sponsors and potential sponsors I'd like to cultivate?

Plan your next steps. List each of the contacts on whom you want to focus, what requests you will make, what you can offer in return, and a deadline for doing so. Spend at least an hour a week on building relationships and implementing your plan.

Cultivating Sponsors

Many of us have sought out mentors, more experienced people who can share insights from their work and life experiences. Mentors can be helpful—but more often, what we really need are *sponsors*.

Sponsors are all about you. They take a risk on helping you because they've seen you perform, and they believe you have what it takes to succeed.

They will also push you, sometimes in ways that make you uncomfortable. Consider skydiving. On most skydiving outings, people do not jump themselves. They are clipped to an instructor who pushes them out of the plane. That is a sponsor's role.

Sponsors often choose you, but you can get noticed and cultivate a sponsor relationship by taking the following steps:

- Share results from a success.
- Ask if you can buy coffee in return for advice.
- Ask about a specific issue you are working on by email, in a meeting, or in a quick phone call.
- Make a practice of sending others helpful and relevant articles or ideas.

PART FIVE: ENGAGING

Engagement is about getting our attention and emotions in line with our intentions and goals. When we can do this, we become a force to be reckoned with!

Centered Leadership

First, practice setting your intentions.

- What do you want your leadership to bring forth?
- Every morning, you can ask yourself: *What do I really want for—and from—myself today?*
- From moment to moment, you can also ask yourself: *Where am I choosing to place my attention? Does it match my intention?*

Building Presence as a Storyteller

A key part of your engagement and presence is how you tell stories. Storytelling can help you get your message across, find the courage to speak up, and captivate people's attention. It can help you elicit understanding, conviction, buy-in, and commitment from your team.

Try using this storytelling exercise from Dale Carnegie to outline what you want to say:

1. Frame the story: direct the attention of your audience to your intention, the message you want them to take away (five percent of the story).
2. Convey a relevant incident or example for the audience. Engage the senses and make it personal (eighty percent of the story).
3. Convey the point and what you want the audience to learn or do. Be specific and brief (ten percent of the story).
4. State one benefit or reason. Make it relevant to your audience, making clear why you are sharing this story (five percent of the story).

After you've sketched out the core of your story, add color to make it memorable. Practice telling it to someone who hasn't heard it before, and ask this person to help you refine it.

Consider the following questions:

- What is the message of your story?
- What emotion do you want to convey and spark in your audience?
- What is a brief synopsis? What is happening? What is the challenge? Who is involved? What is the impact on you and on others?
- What image or metaphor will make your story memorable?
- What is the primary benefit for your audience, and why are you telling this story now?

Leaders are also often judged on their physical presence, confidence, and posture. A great way to improve your own physical presence is to observe other leaders. Take note of the following:

- Physical characteristics (e.g., stance, position in room, movement, attention, energy)
- Vocal characteristics (e.g., loudness, sound, modulation, speed)

Centered Leadership

- Intangibles (e.g., authenticity, congruence, openness, connectedness)
- The impact on you (e.g., feelings, sensations, understanding, conviction, and motivation to act)

Learning to Say No

How often do you overcommit? The sad truth is that when we say yes to everything, we say no to our own intentions, and we can't follow through on what matters most to us.

Instead, we must learn to say no to things that distract us from our intentions. As you think about how to set priorities and boundaries, consider the following questions:

- What do I want to create and stand for as a leader?
- What matters to me enough that I should say yes?
- What needs, interests, and values underlie my vision?
- What small steps can I start taking to live my yeses more fully?
- What must I say no to?
- How can I renegotiate with others or help them in turn?
- What will be my greatest challenges—within myself, or with others—in implementing my yeses and my nos?

Taking Risks and Actions

Most of the leaders I talk to see opportunities around every corner. It's not just that they are optimistic. They take risks, and they see possibilities. They have cultivated an openness to adventure, even when it puts their stomachs on edge.

You can improve your ability to think like a leader by changing the questions you ask. Many of us tackle challenges using questions like these:

- What's the problem?
- What happened?
- What are the root causes?
- Who is to blame?
- What have you tried that hasn't worked so far?
- Why did that fail?
- Why haven't you fixed it yet?

Take a moment to reflect on how these questions make you feel, physically and emotionally, and what they bring to mind. Don't hold back.

Centered Leadership

Now, try thinking about another set of questions:

- What would you like to see happen or to create?
- How far have you come already? Has part of the solution already presented itself?
- What resources do you already have?
- What small steps could you take that would make the biggest difference?
- What support do you need?

When you ask about a problem, you will find more problems. But when you ask for solutions, you will find those too.

PART SIX: ENERGIZING

I hounded my husband for two years to buy me a miracle machine, something that I promised would alter both of our lives. On our twentieth anniversary, he finally gave it to me: an elliptical exercise machine! Three years later, it has delivered on that promise. I've worked out 900 times.

Most of us have had trouble with motivating ourselves to work out. What finally worked for me was reminding myself that *I work out to feel good*, rather than to receive some abstract future benefit. Today, I see my workout time as a way to lift my spirit.

Our research shows that energizing is the most-neglected tenet of Centered Leadership. Skimping on energizing is a foolish short-term strategy. When we don't take care of ourselves, we are vulnerable to burnout.

Rather than some fixed idea of work-life balance, it's better to think of *energy management*. If you're reading this book at the end of a long workday, you will view it very differently from how you would if you were well rested, curious, and engaged. The difference is in your energy.

There are four types of energy:

- Physical energy has to do with our body's well-being. A quick stretch or a glass of water can help.
- Mental energy has to do with how present we feel.
- Emotional energy has to do with feeling open, connected, and experiencing positive feelings.
- Spiritual energy is about making meaning and tapping into what is most important to us.

At this moment, rate your physical, mental, emotional, and spiritual energy levels from one (low) to six (high).

There are many things you can do to boost your energy levels. One great exercise is to spend sixty seconds making a quick list of as many things as you can that make you grateful.

Practicing Recovery

When you've had a stressful day at work, your body begins to shut down its peripheral activities and focus on survival.

Centered Leadership

You lose your intuition, emotional intelligence, and creativity.

This is exactly the time to use an exercise to recover and recharge your energy levels. You can use the gratitude exercise we just discussed. Or you can take a moment to practice mindfulness by being present, centered, and aware in the moment.

Start by finding a comfortable place to sit. Exhale deeply. Then let your breath flow back in by itself. As you do, feel your body relax, starting with your face. Feel the space between your eyebrows open up, your jaw drop, and your tongue recede somewhat in your mouth. Feel your shoulders drop and your neck elongate, your belly soften, and the stress release from your arms and legs.

Bring your attention to your breath, letting it resume its normal rhythm. Notice the rise and fall of your chest and the breath going into your body and out again. If trains of thought come into the station, notice them, acknowledge them, but then choose to let them go. Bring your attention lazily back to watching your breath. Your attention will go from your breath to your thoughts and back to your breath again.

After ten or fifteen minutes, bring your attention back to your surroundings. Set your intentions for the day, the meeting ahead, or whatever lies in front of you. Slowly stretch, and open your eyes.

Make a list of other tactics that you can use to recover. This can include things like taking a quick walk outside, drinking water, climbing a flight of stairs, chatting with a colleague, looking at pictures of someone you love, or looking out the window.

Sustaining Renewal

In many cases, our own mindsets may prevent us from taking part in renewal practices. We may believe that working during our vacation days or putting in long hours at the office demonstrates our commitment or that everything would fall apart without us.

To shift your mindset, use this sentence frame to describe your new renewal practice and what the results will be.

As I _____, I _____.

Example: "As I choose to set my intention first thing in the morning, I experience greater mastery and accomplishment throughout my day."

To create a plan for your renewal practice, write down the answers to the following questions:

- What will I do?
- What mindset shift will help me sustain my chosen practice?
- When will I do it?
- How will I remember to do it?
- What will get in the way?

Centered Leadership

- Who or what can support me? How?
- What becomes possible for me if I do this?

PART SEVEN: THE JOURNEY CONTINUES

Now that you've completed the exercises in this book, you are well on your way to Centered Leadership and to following through on the commitments you have made. We invite you to make your commitments public, in front of others who matter to you, such as your team, supportive peers, caring mentors and sponsors, and your boss.

Another way to make a commitment is through a Leadership Learning Plan, a way for you to organize your reflections and commitments and keep track of your progress. Here is a template:

1. What is my personal vision for my leadership that builds on my strengths? (Meaning)
2. What am I going to start doing or intensify to live into my vision? (Meaning)
3. What am I going to do less of and actively try to let go of to live into my vision? (Meaning)
4. What shifts in my mindsets and behaviors will make the biggest difference as I live into my vision? (Framing)
5. What reframing practices am I choosing to do to dismantle my triggers and extend my learning? (Framing)
6. How will I know that I am succeeding with this practice? (Framing)
7. What opportunities and challenges will I take on at work, and how and when, to live into my vision? (Engaging)
8. What positive potential will I keep in focus, and what risks will I work through? (Engaging)
9. What relationships will I build in service of my vision, and what will I request and promise? (Connecting)
10. What are the one or two renewal practices I commit to in order to sustain my journey? (Energizing)
11. What challenges stand in my way, and how will I shift to meet them? (Energizing)
12. How will I measure my success across these five dimensions?
13. What becomes possible for me as I choose to live this way?

I know that you'll learn more on your leadership journey than I could ever teach you. I hope that you'll feel the force of leadership and that your light will shine brighter, no matter how many people with whom you share it. As you reach the age when you become the much older version of yourself that you imagined, and remember what you have learned in these days and weeks of Centered Leadership exercises, I hope that you'll reflect on a full life filled with love, and lived with purpose, clarity, and positive impact.