



## Leading Self To Lead Others, Start Within

by Peter Bailey  
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One of my inspirational mentors is Benjamin Zander, the former Boston Philharmonic Conductor and author of the wonderful book, The Art of Possibility. It wasn't until Zander was in his late forties that he realized one very important lesson about leadership: Even as the very visible and powerful conductor of a symphony, he, personally, didn't make a sound. With this thought, he came to better understand his role. He knew it was his job to enliven possibility in his musicians to help them make beautiful music. He noticed that when his musicians were experiencing the energy of possibility, their eyes would light up. Now, as he conducts, he looks intently at the eyes of every musician in his orchestra. When their eyes are lit up, the performance is wonderful. And if he ever sees that his musicians' eyes are not lit up, he asks himself his most important leadership question: "Who am I being if the eyes of my musicians are not shining?"

Underlying that self-reflective question is the key to effective leadership. Before leading others, we must first lead ourselves. We must become self-aware.

In our experience at the Prouty Project, self-awareness and self-management are such critical leadership development areas, shortcutting these components can have clear implications on the transformational leadership process. Yet when it comes to improving leadership skills, self-awareness can be overlooked or avoided. After all, leading self is not for the timid. It requires the courage to look at oneself with a critical eye and take responsibility for any shortcomings or mistakes while simultaneously inspiring others to be their best. It's a paradox not easily tackled.

In the end, mistakes and shortcomings are where our richest leadership lessons can lie. Theodore Roosevelt captures this idea in his excerpt often called "The Man in the Arena," from his "Citizenship in a Republic" speech

delivered at the Sorbonne in Paris, France in 1910:

*"It is not the critic who counts; not the man who points out how the strong man stumbles, or where the doer of deeds could have done them better. The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood; who strives valiantly; who errs, who comes up short again and again, because there is no effort without error and shortcoming; but who does actually strive to do the deeds; who knows great enthusiasms, the great devotions; who spends himself in a worthy cause; who at the best knows in the end the triumph of high achievement, and who at the worst, if he fails, at least fails while daring greatly, so that his place shall never be with those cold and timid souls who neither know victory nor defeat."*

Leaders at all levels of the organization need to get into "the arena" and (even when covered in dust, sweat, and blood) ask themselves, "Who am I being if the eyes of my people are not shining?" This is the beginning stage of self-awareness and self-management.

By examining our own thoughts, motivations, and behaviors, we are better able to understand what we need to do to improve the relationship and connections we have with our colleagues, family, and friends.

As leaders, it behooves us to recognize how we impact the people around us, and it is only from this self-awareness and then self-management that we can build a solid platform from which to lead.

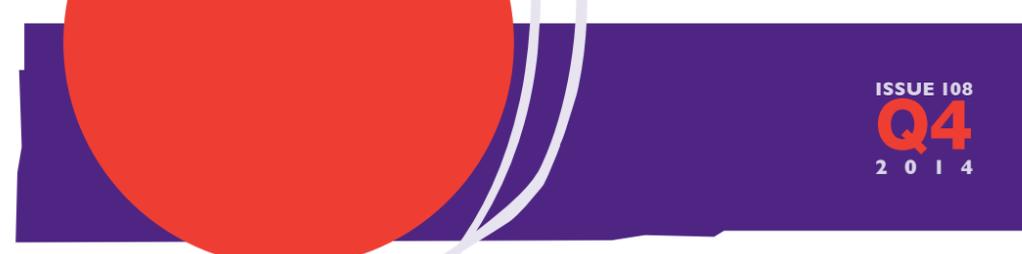
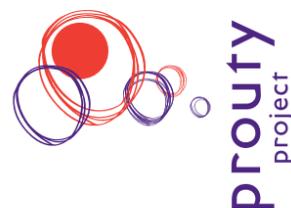
**"Who am I being if the eyes of my musicians are not shining?"**  
*Benjamin Zander, the former Boston Philharmonic Conductor and author of, The Art of Possibility*

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2015 STRETCH  
Expedition  
Kick-off Meeting:  
October 9



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## Running with the Winners

We have had the exciting opportunity to work with 24 publicly traded companies around the world over the past decade (the other 75 companies with whom we have worked are privately held or not-for-profit). We were curious about how our publicly traded clients had fared over the past decade versus the S&P 500, and were "tickled pink" with the results:

	Prouty Clients	S&P 500	Differential
5 Years	21.19	18.65	+2.54
10 Years	11.41	8.08	+3.33

We are pleased to be "running with the winners" and hope that our work continues to make a nice difference over the next decade.

### Speaking of Winners

A special thanks to Danny Haeg, sophomore at Saint John's University, for interning with us this summer. Danny did beautiful work all summer. We were all very impressed with his work ethic and attention to detail. Thank you, Danny. Danny told me he was going to visit his 93-year old grandfather during the summer, so I asked Danny to ask Grandpa for any words of wisdom on health and longevity. Grandpa's advice: "Work hard, go to church, and do what your wife tells you to do."

### Hope You Can Join Us

If you'd like to learn more about our STRETCH Expedition 2015 - Camino de Santiago, in Spain, please join us Thursday, October 9, 2014 at 6:00 p.m. in our *creative think tank* for an informational meeting. Mike Felmler and Jayna Wallace will be leading STRETCH

2015. In preparation for our informational meeting, you might also want to watch the movie, The Way. To reserve a spot for the informational meeting, please RSVP to jayna.wallace@proutyproject.com.

### Thank You

Thank you all again for the wonderful comments about our Q3 newsletter. Our Mission Control team's Heroic Journey experiences really made people think about their own life journeys. One reader commented on how each article was a great reminder for us all. For this newsletter I asked our consultants to share our leadership development program, L<sup>3</sup> - Leading Self, Leading Others, and Leading the Business. I hope you enjoy this newsletter as much as the last.

We look forward to seeing you soon and THANKS AGAIN for the opportunity to do great work together.

Have a great 4<sup>th</sup> quarter!  
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### "C" NOTE QUOTE:

*"I'm trying to teach every one of them to lead. Leadership is about everybody else, not yourself."*

### Know the quote?

If you know who said this quote, please send an email to: melissa.gennert@proutyproject.com or call 952.942.2922 by **Monday, November 3**; one guess per person. If we have more than one correct answer, we throw those names into a hat and draw the winner of a \$100 gift card.

### Last issue's "C" Note Quote winner is...

**Mark Capaldini, from Opportunity Into Revenue!**

Mark knew that Pat Summitt, Head Coach Emeritus of the Lady Vols at the University of Tennessee, said the following: **"Too many people opt out and never discover their own abilities, because they fear failure. They don't understand commitment. When you learn to keep fighting in the face of potential failure, it gives you a larger skill set to do what you want in life. It gives you vision."**

### Congratulations, Mark!

Mark would like to donate his gift to the American Red Cross, Northern Minnesota Region where he serves on the board of directors.



Mark Capaldini

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or email stretch@proutyproject.com

Thanks.

### Prouty Project

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## Leading Others

# Go Deep. Be Vulnerable. Empower.

by **Sam Smith**  
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Recently, we helped a senior operations leader whose team wasn't performing to its full potential. The team had the talent to make a tremendous impact on the organization, but something was missing. At first glance, the solution seemed relatively simple. We needed to create a shared vision around which they could rally.

Creating a vision is one thing. Getting a team to rally around it is an entirely different challenge.

In our experience, we've found many leaders focus their energy on creating a brilliant vision. When they hit on it, the clouds part, the sun comes out, and music streams from on high. That is, of course, until they need to turn that vision into a

### *"Embracing a more empathic approach to leadership."*

reality. After all, translating a vision into a meaningful approach to the daily grind requires more than poetic musings and inspirational speeches. It requires action from a diverse group of people.

Not surprisingly, this is a very common stumbling block. We're often taught leading others is an external task, so it's easy to slip into the I-say-this-and-you-do-that approach. But in reality, leading a team is more of an inside-out job. It requires shrewd social awareness, careful relationship management, and a keen understanding of the inner purpose that drives every employee. In short, it requires a huge dose of empathy.

Working with our client, we stretched her thinking to embrace a more empathetic approach to her challenge. We encouraged her to start within — to go deep, be vulnerable, and empower her team. These three seemingly small steps can lead to big results.

#### Go Deep

Every team member wants to understand why the team exists, how they align with that purpose, and whether they have a sense of ownership in the work. On the surface this sounds simple. However, to really establish a foundation, great leaders take the time to

understand what is of core importance to the individuals they lead to create alignment and motivation. They go deep. They become keenly aware of the filter from which they are listening so they can better understand their colleagues and how each member wants to define the collective purpose. They ensure every team member is heard and recognized.

#### Be Vulnerable

When trust is high, team members respect and feel secure relying on one another.

One of the most powerful ways a leader can establish trust is to be vulnerable. It's more than getting personal. Vulnerability is saying, "I don't know," or "I screwed up, and I'm sorry," or giving credit and elevating the status of those you lead. This

is tough stuff. It requires a high level of emotional intelligence and courage, but reaps huge rewards within the team such as forthrightness, mutual regard, and reliability.

#### Empower

High performing teams are able to translate shared vision into clear processes, alignment, and disciplined execution. True empowerment at this stage is critical for continued success. Think about a NASCAR pit crew. They have to be so well wired. Each member of the crew has to know not only what they have to do, but also what every other crew member has to do. They understand where they fit into the big picture AND they have to be entirely trusted to do it. There is a high degree of individual responsibility and yet no siloes. And there is certainly no one looking over your shoulder micromanaging each task. That's what great teamwork looks like.

The real magic in leadership happens not when we achieve our goals or get our team across the finish line at all costs. True leadership is that silent but potent daily devotion of putting others ahead of ourselves to understand why they think or feel the way they do so true alignment can be achieved.

# L3

## Leading Self, Leading Others, Leading the Business A Leadership Development Program

As leaders, we spend much of our energy focused externally: Managing the business, developing others, inspiring action. Amid all that, it's easy to forget to develop ourselves. Yet just as every teacher was once a student, leadership, too, is a process. We must first learn how to lead ourselves before we can lead others or our business.

Like any significant endeavor, leadership development is most effective when it's

perceived not as a one-time event but as a development journey. Leading Self, Leading Others, and Leading the Business prepares leaders to learn faster, grow stronger, and give back more quickly to their teams and organizations. We've found that this program works best when we create cohorts that go through three leadership academies that take place over the course of 12-18 months.

*"The journey of a thousand miles begins with one step."*

~ Lao Tzu

- 1 Leading Self** begins with identifying concepts and practices that promote self-awareness and self-management. Using Daniel Goleman's Emotional Intelligence (EQ) model, we help people to discover how their emotions are impacting others, identify personal strengths and weaknesses, and establish balanced self-confidence. Through video clips, pair discussions, internal reflection, peer assessment, and Insights Discovery, we ask leaders to raise their level of self-awareness and self-management to better understand the impact they have on others.
- 2 Leading Others** builds on the lessons learned in Leading Self by adding social awareness and relationship management. A key component of social awareness is empathy – the ability to put yourself in other people's shoes and to understand their needs, concerns, and perspectives so you can understand your colleagues better and partner with them in a more meaningful way. We use a number of tools to help people understand their working styles and how their behavior impacts others. During this stage we utilize a team performance model from James Shonk. Shonk's model sets the context for the importance of a shared purpose or vision for the team. This aligns and unites team members in a common direction to drive an organization forward.
- 3 Leading the Business**, the final stage, has participants applying all they have learned at a higher level on behalf of the company. This stage expands their view from their personal platforms or department silos to the interconnectedness of the strategic business perspectives that impact the entire organization. During this stage, participants explore and define their value proposition and the customer experience they seek to create by taking an honest look at their business from the customer's perspective. Redefining the customer experience may also involve some "blue ocean" and "innovative intersections" thinking to solve business challenges. We encourage participants to activate innovative and creative concepts drawn from several works. Participants are given the opportunity to apply learnings directly to their work environments.

For more information about our L<sup>3</sup> program, please contact Peter Bailey at peter.bailey@proutyproject.com or call 952.942.2922.



## Leading the Business

# How High-Potential Leaders View "Leading the Business"

by **Mike Felmlie**  
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Last month we had the opportunity to participate in one of our client's internal leadership conferences. We were asked to challenge 40 high-potential directors and managers on how they can think more strategically. The majority of these people were engineers and fit the classification of Millennial, the next generation of leaders. It was a fantastic experience learning from them about how they view themselves, their future, and the ways they can contribute to the success of the organization they serve.

It became clear that leading the organization by thinking strategically means different things depending on the role you have in the organization. In general terms, the team believed senior executives had the breadth and depth of experiences to think more about the longer term future of the organization, while directors, managers, and individual contributors tend to have a smaller scope and look for shorter term strategic possibilities. In all cases, they wanted to learn how they could strengthen their strategic thinking muscles at each level in the organization.

We introduced several tools and techniques we use in our practice to help unleash this strategic – or what came to be called "big picture" – thinking. For example, we used concepts from two bestselling books titled, Blue Ocean Strategy, by W. Chan Kim and Renee Mauborgne and The Medici Effect, by Frans Johansson to stretch their thinking. They questioned and challenged these tools and techniques and then applied them to the strategic projects each team of leaders had been assigned as part of their leadership development program.

Was it helpful? The best quote of the day was, "We've made more progress in the last hour than we've accomplished in three planning meetings we've held the last month."

At the end of our session, we asked them to complete the following sentence:

To enable you to think **Big** picture, we need to KEEP, STOP, and START... Here are some of their responses:

- KEEP** spreading the importance of thinking strategically, at every level in the organization.
- KEEP** bringing unlike groups and people together and keep considering all perspectives.
- KEEP** asking "why" one more time.
- KEEP** reaching for the stars.
- STOP** saying "no."
- STOP** scheduling meetings 40 hours a week.
- STOP** letting past beliefs halt testing new ideas.
- STOP** assuming we are the market leader.
- START** looking outside the organization for inspiration.
- START** making time to think big picture thoughts.
- START** hiring people who think differently from us.
- START** simplifying our processes.

These are great strategic – I mean **Big** picture – insights from which we can all benefit.