

SHIFT:

*Secrets of Positive
Change for Organizations
and Their Leaders*

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Letter to the Reader

The work of creating change is simple. Most of us complicate it with our thoughts.

This book offers a new approach to change, along with a new approach to quality. It undermines the conventional order that people have come to expect and encourages readers to step into a new way of thinking, which allows them to approach their situation with a larger viewpoint. It includes real situations from my work over the past 14 years with senior managers, executives and engineers in several industries. These include international high-tech firms, the automotive industry, the Canadian aerospace industry, health care in the United States and Canada, the media, family-owned businesses, the U.S. military, church boards and education. While the content in each industry is different, the process of bringing people together to create the changes they want and need is similar.

The pyramid, the hierarchical structure of most large companies, isolates. It keeps people from speaking with those who can make a difference in the work that must be done on a daily basis. In the hierarchy there are unwritten rules that say I can't go to my boss's boss to deal with this, and yet that is the person who could be most helpful. The reader discovers that the place to begin is neither with the boss's boss nor with the boss, but within himself. The process of change always begins with an ending and then there is a new beginning. The reader discovers a new and deeply personal shift in how she herself views her current reality...an ending of her old thinking and a new beginning in her thought processes. The material in this book helps to navigate the time between this ending and the new beginning.

For well over a year now I have been working on innovation and change with a senior team in the high-tech industry. Before we began the work I asked the leader why he had called on me to work with his team. "We are already a highly effective team," he said. "We want greater and different results, and we know that if we continue working the way we do now, we'll get the same results we always have. How can we change," he wanted to know, "when we are already using our wisdom and our technical knowledge in the best ways we know how?" He was wise; he knew something different needed to happen. They were ending their individual search for answers and beginning their collective journey. And for that journey wisdom, not intelligence, was required. The difference would be found in their thinking and in their intention.

For this group the task was unusual. While they were about to change their behavior, they would first address their thoughts. They had to look inward, examine their thoughts about their own expectations and suspend their ideas about how things "should" happen. This is a difficult task for technical leaders, many of whom are engineers. Steeped in the engineering/high-tech culture, they are trained to find the right answers. Their methods, while state of the art for engineers and scientists, are not applicable to the technology of human change.

On the one hand *SHIFT* is a concise reference manual to assist the reader with change. It outlines a series of steps through four major principles of change. On the other hand, it constitutes an action plan. The very act of reading it gives rise to a process of change, one that encourages a quiet mind. Various themes are woven throughout the book. While reading Section IV, you may notice a concept that was first introduced in Section II. The material in Section I, “Transforming the Organization,” is designed to help you bridge the gap between quantitative forms of measurement and qualitative forms of measurement. Section I is also about my work and learning with the premier Total Quality guru, Dr. W. Edwards Deming. Interspersed throughout the book are Dr. Deming’s **14 Principles of Quality Management**. These are listed in total in Appendix One at the end of the book.

Sections II to V define the principles of change that I created and now use extensively in client coaching and team interventions inside organizations. The **4 Principles of Change**, useful in both your work and your life, include:

- Start fully where you are and tell your truth.
- Acknowledge what’s working.
- Ask for what you want and need.
- Step aside and notice the evidence of change in the making.

Reading *SHIFT* chapter by chapter is not essential. If you do read it sequentially, you will benefit from the cumulative effect of the ideas presented. But all the topics are interconnected, so you can start anywhere and build on whatever concepts you find that are useful to you. Reading a few pages daily offers support for change in your leadership thinking. Starting with your “thinking” is significant because your thinking is the basis for all your behavior. If you can think of something, there is a good chance that you can do it. If you can’t think of what you want to do, where you want to go or how you want to get there, the task will be difficult to accomplish. When you want to change your behavior, you must first change your thoughts. As you read these chapters, please notice what you are thinking.

Each person finds at a glance some element they need to deal with the challenge they face at that moment in their work or their personal life. The material encourages the reader to discover their own current beliefs and values and to continue to weed out older and less effective thought patterns and beliefs. In the process the reader discovers new ideas about how to handle long-standing problems and difficult current situations. For instance, continuously improving interpersonal relationships in the work environment is essential for handling people. Effective leaders know that work gets done through their people. Truly great and effective leaders are committed to continuous improvement in these areas.

The exercises are presented to get you thinking about yourself, your own style and your own situation. What you do with what you learn about yourself is up to you. The purpose of this book is just to help you become more aware.

In the mid-1990s I took the opportunity to study with a truly brilliant woman in the United States, Dr. Jean Houston. Jean runs Mystery School, a year-long program (one weekend a month) that begins in January and ends in December each year. At that time

Jean was traveling about 250,000 air miles per year working with heads of state, whole governments, developed and underdeveloped countries, and international conferences. She describes her work as “changing the thinking of the globe.” In fact it’s about saving the planet.

The point I am making is that her work is profound and significant. People come to Mystery School from all over North America to expand right-brain learning and to build new ways of thinking. They then return to their regular work in manufacturing, law, high-tech industries, hospitals, consulting and a variety of other sectors to apply new ways of leading. During my year at Mystery School, I met with Jean and a small number of organizational development consultants each Sunday morning for one and a half hours. We shared rich ideas and practices about how to expand leadership and human potential in the workplaces of the nation.

I believe that everyone is a leader somewhere, sometime and somehow. This book is for you in whatever leadership role you are now playing. The best leaders are, first, fully functioning human beings. A senior engineer recently challenged this. He told me that he leaves his personal self at home or in the car when he enters the workplace. When he finished his explanation I smiled and said gently, “Hold on to your chair, Henry. You’re about to discover a whole new concept!” People have one basic personality, even though they may temper it according to whether they are at work or at home. Taught to suppress feelings in the workplace, people often think that they are “being different.” However, those who work with them experience one person; the same one who is at home is also at work. Are you prone to think of yourself as a completely different person at home from the one you are at work? If so, you are suppressing a rich and living part of yourself.

***SHIFT* offers simple steps to help you slow down and notice how you contribute to the work environment.** It then helps you to move forward in a more purposeful and effective manner. It is about personal change. All change starts with the individual. Since organizations do not exist without their people, it is also about organizational change. It is about creating meaning in work environments where chaos seems rampant.

In order to work effectively and to keep a positive and forward movement, employees and especially their leaders need to have the courage to tell their truth. This means they need to first discover and then speak about what is going on inside themselves. Talking honestly about positive and negative events that impact their ability to do good work ultimately has an impact on quality, productivity and innovation and these in turn drive up profit. Trust, morale and a sense of power increase. You will see later in this book that the human response is an integral part of Total Quality. As people change, so do their organizations.

Carry this book in your briefcase, in your purse or in your coat pocket! If you have the book in your car you can read a few pages when sitting in a traffic jam. Glance at it when you are having lunch alone or when you’re riding on the bus or the subway. Start anywhere! Read a few pages at a time! Share it! As you complete the exercises you’ll begin to shift your thinking from old routines to new approaches. Your interpersonal skills will improve. You’ll have greater peace of mind. Some of you will find yourselves

being more introspective. Others may find themselves taking first steps to abandon old habits that no longer serve them.

Use each chapter as a guide to expand your choices about leadership responses. Before long your peers and those who report directly to you will notice that there is something different about you. Your own manager will comment on your changes.

Open the book. It is time to begin.

Introduction

While quality is everyone's responsibility, it is the responsibility of top management to ensure an environment where quality can flourish. W. Edwards Deming

You may want to read this introduction now or at the end of the book. The choice is yours. However, do read it—it's important. It sets the context for the methods and the process of change presented in the book. The introduction also outlines how I got to the point in my career where I work regularly with the human spirit, especially with managers and senior managers. I do this most frequently in the private sector, although I have also worked on a number of projects in the public sector. Many of my clients are engineers and scientists.

During my 10 years in Michigan I had the good fortune to study directly with Dr. W. Edwards Deming, an American statistician renowned for his work in Total Quality. In 1950, at the age of 50, Dr. Deming began a 30-year journey in Japan, where he was credited with helping to turn around the Japanese economy. He returned to the United States in 1980 to continue his work in developing quality in American business and industry.

In 1989 I attended his four-day seminar called "Out of the Crisis" at Ford Motor Company in Dearborn, Michigan. This was my introduction to his work and to the concept of Total Quality. Although I didn't know it at the time, attending this seminar was a requirement for anyone who wanted to study directly with Dr. Deming in the Deming Study Group.

During this period General Motors was bringing in Dr. Deming to speak to what they called "The Crowd." I first met Dr. Deming in person at one of these "Crowd" meetings. He was introduced to me by Dr. Wendy Coles, a Canadian from Ottawa, who was the lead consultant for the Organizational Development Practice at General Motors Tech Center in Warren, Michigan.

Dr. Deming was relentless about the pursuit of quality in American industries. At the age of 90 he was working with Ford, General Motors and the Kellogg Foundation in Michigan. Each month, when he came to Michigan to work with these clients, he would set aside an evening to meet with those of us who wanted to learn from him. There were 30 to 50 participants at each meeting who would faithfully show up regardless of the weather. We called this group the Deming Study Group. Among the crowd were quality experts and manufacturing people from the automotive industry across the state. There were also first-, second- and third-tier suppliers to the auto industry, engineers and other technical experts, health-care quality specialists, statisticians, scientists, university professors and a number of independent consultants like myself. I had the unfathomable experience of studying directly with Dr. Deming for the next three years. I was part of the Deming Study Group.

As a renowned specialist in statistical analysis and quantitative measurement, Dr. Deming also valued qualitative measurement. During the latter part of his life he lectured on the importance of people. “You statisticians and MBAs have us measuring everything,” he would say. “The most important things can’t be measured, namely, how people think and how they feel.” He so much believed in the voice of employees that he would often begin his work with a company on the shop floor. By doing this he would discover directly from the front-line employees what was happening in the culture. “Your people know your culture,” he would say. “When you ask them directly about what’s going on, they’ll tell you. So pay attention to what they say!”

Dr. Deming believed in the power of people throughout the system to produce quality. His beliefs are reflected in the **14 Principles of Quality Management** that are outlined in Appendix One at the end of this book. This book is about the first 10 principles, the ones that are more intuitive and more challenging to implement.

During my 10 years in Michigan I also had the good fortune to study directly with Dr. Ron Lippitt, co-founder of National Training Lab (NTL), and Kathleen Dannemiller of DTA, the designer of Whole-Scale™ Change. Kathie’s work is currently practiced globally. Much of the work that I do today is based on the work of these two great change specialists. They provided me with a solid foundation for organizational change work.

Section I

Transforming the Organization »Shift is needed

1

Are you measuring the right things?

Our culture focuses on numbers as a primary method of measuring change. For the past 14 years I have been working with senior managers and executives, many of them seasoned engineers in the automotive, aerospace and high-tech industries. These highly skilled professionals have learned through their education and professional career experiences that if they can calibrate (or measure) a change in their project or design then they can trust the outcome. Measurement is everything; or, at least, it's crucial to them. Given the speed at which our businesses and manufacturing sites operate today, the belief about having to measure everything, especially with numbers, slows them down and may limit their ability to make good decisions. Numerical (quantitative) measurements are simply not enough.

I am referring specifically to the work of Dr. Deming, a statistician who for much of his professional life relied on numbers, specifically quantitative measures, to determine success. In the latter part of his life he realized that more was needed: qualitative data were vitally important to the measurement of change. It is qualitative data that are inherent in people's stories about what is happening in their organization.

When we focus on numbers alone as a means of initiating and managing change, we miss a huge piece of what's required to bring about purposeful, quality-driven improvements. Dr. Deming added three components beyond numerical measurements in what he referred to as Profound Knowledge. He reminded North American businesses and manufacturing organizations that in order to bring about major changes the leaders need to:

- understand how people think (qualitative measurement)
- understand how people learn (qualitative measurement)
- understand the system in which they work (qualitative measurement)
- establish some form of quantitative measurement

Qualitative measurement is not about numbers. It is more of an internal calibration, which might also be known as intuition. Barely tangible, intuition requires that we trust feelings deep inside ourselves. These feelings are often hard to describe, let alone measure. One of my colleagues aptly stated, "We may not be able to describe our feelings but we sure know we are alive when we're feeling." Good leaders have learned to trust their feelings.

They use feelings, intuition and life experience when they are making major company decisions and thus become more powerful leaders. . . .

. . . We have come to value numerical measurements in the workplaces of our country, where we are consistently reminded that “if something can’t be measured quantitatively with real numbers, it doesn’t count.” And yet this statement is just not true.

. . . We measure what we can experience with our senses, namely, behavioral performance, the things we can see, touch, hear, taste and smell. In this senior manager’s corporation the top 5 percent are rewarded with huge bonuses. By doing this, the executive leadership team has inadvertently created an environment where the other 95 percent are demotivated, disempowered, discouraged and restless. These are feelings. Loyalty, creativity and innovation disappear as people update their resumes and begin to look at “outside” opportunities.

Some things are more important to measure than others. Start asking people in your work environment how they feel and what they need to have happen in order for them to succeed. When employees are overloaded with measurement tasks and when they are not invited to say how they themselves could contribute to improvements, their interest in work and their commitment to the company begin to dwindle. If you are in a leadership position, it’s important to pay attention to the other kind of measurement, namely qualitative—how people learn, how they think, and how the system works for and against them as they perform their daily responsibilities. Translated, this means you need to pay attention to the perception of managers, employees and even vice-presidents about your company.

Their perception of the situation is significant. If employees don’t like the way you lead, they won’t support your goals or your direction. Can you afford to have this happen? I suggest that quantitative measurement provides only part of the information that’s needed.

Dr. Deming often talked of things that “can’t be measured,” referring specifically to thoughts and feelings. Feelings cannot be measured except by the one who is feeling them; behavior, however, *can* be measured. Take Brian, for example—a senior manager in a high-tech firm who is faced with having to let employees go. For at least three days he has been thinking about how to do this without causing undue discomfort for anyone, himself included. “How will the employees respond?” he wonders. Brian’s concern is one that many managers share.

Brian’s behavior can be measured. Those around him can see, just by looking at his face, that he isn’t smiling as much as he usually does. The number of times that he smiles in a day can be measured. The strain in his voice and his short, one-word responses in place of his usual friendly conversational style can actually be measured in numbers. While it is important to be able to measure something, in this case it is equally important to discover how Brian thinks, how he learns and what exactly in the organizational system causes him stress.

We might guess that he is stressed about the exit interviews. But the truth is that we really don't know what is going on inside Brian's mind until we speak with him. We can measure his behaviors quantitatively, but we don't really know what his behaviors mean to him. Qualitative measurements are important because they give us additional, essential information. We know that how people feel at work impacts how they behave at work. When they are upset, distressed or worried, their ability to provide maximum performance is often impaired.

I work with a great number of linear thinkers. As our working relationship begins, many of them tend to dismiss "feelings" as unimportant. I ask them, "Does this mean that when an employee is worried and preoccupied with his wife's illness, with his son's poor behavior at school or with his own career opportunities, his feelings are to be ignored?" We then discuss how the client's perception of his own experience impacts his behavior in his professional management role. While his feeling of anxiety, for example, can't be measured quantitatively by anyone but himself, his performance—what he actually does in behavioral terms—can be measured. The notion that "feelings don't matter" is dangerous because feelings do exist. You can feel such things as rage, irritation, joy, passion and sadness, to name a few. Even if you can't put words to the feelings, other people can see evidence of your feelings in your behavior. They can see rage in your face, an angry flailing fist, or compassion in your arms as you hold a colleague who has just lost a child. And it is feelings of comfort, excitement, confidence and trust that guide major business discussions and technical purchases. Statistics simply support the decisions.

Quality is never about things. It's about people. It's especially about how people think, how they feel and how they perceive the system in which they work. Think about this! What happens to your feelings if you are discouraged from expressing them? Your feelings and concerns at work are often about people, about your colleagues' behaviors and your leaders' responses. What happens to feelings such as concern, irritation, worry or anger when they are held inside? My observation is that they go underground and pop up somewhere else as a quality issue. Feelings are our blueprint for behavior. While we can't see them, our body definitely experiences them. Failing to address the employee's situation by not talking about work-related and perhaps even personal issues that concern him can create greater problems. He is forced to contain his real responses as he holds his feelings inside. The risk exists that his feelings will show up in some other way that impacts quality.

EXERCISES (a few from this chapter in SHIFT)

Remember, feelings are a form of measurement. Have a look at your personal life and notice the parallels at work. By addressing the following questions, discover how you deal with your feelings and consider a few methods to deal with them differently.

Notice how you feel when admiring a painting, one that you find esthetically beautiful. Use this as a base measurement for comparing how you feel when you are at work. Are

there times when you feel at peace with your work and confident in just proceeding with it?

What feelings appear when your boss praises your good work to your team? Say “thank you” and allow yourself to experience the positive feelings that you have earned. This will help you do even better work as you proceed.

When your boss consistently rewards others and ignores your contribution, what goes on inside you? Describe the feeling. Notice how your feelings impact your work performance. Spend some time when you get home writing about how you felt. When you write about your experience you get the feelings outside of yourself in a concrete way by putting them on paper. When the feelings are on paper, you can actually get rid of them in a physical way by tearing the paper into small pieces and throwing it in the garbage or burning it. This is a very concrete way to get rid of bad feelings.

Your company is beginning to lay people off. Talk with your colleagues about how they feel and in doing so identify the feelings that you have begun to experience. Talking about your feelings allows you to release the tension and fear associated with this kind of event.

What is leadership anyway?

Leadership can never stop at words. Leaders must act, and they do so only in the context of their beliefs. Without action or principles, no one can become a leader.

Max DePree, *Leadership Jazz*

Max DePree is the former president and CEO of Herman Miller Furniture in Zeeland, Michigan. The guiding principles and values that seeded the growth of the parent company are the same ones that are prevalent in the company today. It's common to find that the beliefs, values and norms of companies are the same ones that were present among the founding fathers. They get carried along year after year and become established as part of the "bone-deep" beliefs of the current culture.

The characteristics that we assign to a powerful leader are often traits that have been required in the past. They may no longer be sufficient to lead in the knowledge-based cultures of today. Fixed on a paradigm of known leadership traits, we continue to revere charisma, visibility, good public speaking, logical thinking, a strong sense of order and the ability to measure almost everything. But maybe we're measuring the wrong things. (See Chapter 1, "Are you measuring the right things?" for more on this.)

Change is the norm. When change is managed with human potential in mind, employees are motivated, trusting, creative, innovative and willing to take greater risks to improve quality. All of these skills are required as companies are driven to respond faster, cheaper, with fewer resources and higher quality—all to satisfy greater customer/client/consumer demands. These demands, of course, slow the search for an improved work environment.

This new dynamic demands a significant paradigm shift on the part of the leader. The role of the leader is to be in touch with the beliefs and values of the workforce and to begin by understanding himself. It is the beliefs and values of employees at all levels that allow for quality service and high levels of productivity. When a leader is really in touch with employees he can begin to mobilize employee enthusiasm and capabilities, and capitalize on the emerging business potential.

To make good and timely decisions, leaders need information from all levels of the organization. In most organizations, executive teams consistently receive information through the chain of command, successively filtered by each layer of management. As a result the leader is unable to hear the direct voice of his employees. A forum is required where employees can speak directly with executives about how senior-level decisions really impact quality. Does your company have a forum for this connection to take place?

When a forum for connection is in place, employees experience a meaningful and useful link with their senior team. The way employees are treated is directly linked to their own perception of being valued in the company. What they focus on expands. If they think they are valued, they work hard to provide value. The reverse is also true.

Let's look at fear for a moment. Whenever there is fear in a workplace, quality is at risk. If you are not sure about how fear sounds in your work environment, notice the following comments. All of these were spoken in a fear-based workplace.

- "I had better not say or do that again."
- "There is no way for me to win in this situation."
- "Here we go with more of the same, just packaged differently."
- "Doing this would be a career-limiting move."
- "My manager doesn't listen to our ideas."

In a highly innovative and trusting environment, these statements would sound different.

- "Things were different last month. Let's try this idea again."
- "No matter what we do, it is going to give us insight about the next steps."
- "The company tried this before but the circumstances were different."
- "My boss is generally very supportive. He encourages us to try different things."
- "The result was disappointing but the intention and the effort were great. Let's see what we can achieve in this next phase!"

Collaboration is required, and much more. "What more?" you might ask. Have a look at those around you whom you consider to be highly effective and inspiring. Do they display the emerging leadership skills mentioned below? These skills are gentler yet more powerful in nature than the traditional leadership traits. These skills result from an environment of trust.

Declaration—she declares where she stands..

Silence—he finds moments to be still.

Not knowing—she suspends her need to have answers.

Listening—he listens differently.

Intuition—she trusts her own intuition and the intuition of others.

Flexibility—he is flexible in his style.

Learning—she encourages individual responsibility for learning.

EXERCISES - List the leadership skills that are rewarded in your company. Where are they stated? Are they part of the mission statement? Are they found in policy form? How do you know which leadership skills to practice in order to be recognized as a good leader?

How is leadership training/professional development handled in your organization? What do you do that represents less obvious leadership skills?

Courage is required! If you're scared, you're right on track.

You want to bring about change without ever feeling the pain, without ever having to feel vulnerable. It just doesn't work that way. Peter Block, *The Empowered Manager*

I speak regularly with clients about the need for them, as leaders, to have courage. “To do what?” they ask, and I remind them, “to tell the truth about how things work and especially how they don’t work and to talk about your own level of frustration.” This isn’t easy to do. They were hired because they have the knowledge, skills and talent needed by their company. At the time they were hired their employer recognized their strengths and had some expectation that they would use their skills autonomously to serve the company.

Take Gilles, for example. He is a powerful and compassionate leader. In the following situation he offers a great example of how he told the truth. This was not easy to do.

In the past three months our company has had to tighten its belt considerably, and this after a year of exceptional fruition. The belt-tightening was filtering down week after week, first in the area of recognition, then infrastructure (amount of space allocated, types of furniture), and finally compensation. Throughout, the leadership team of my group felt that it was in damage-control mode, trying to keep things under control, hoping and waiting for things to improve. As a leadership team we tried to reconcile what was happening with our values so that we could present this information to the entire team with integrity. I tried to manage expectations but, as you might expect, expectations were extremely high and the leadership was feeling more and more disempowered. I was trying to understand what all these changes meant to me. I knew I had to focus the team on the future and move us out of the “glass half-empty” mentality.

“Serving up,” or aligning events and gathering data to ensure that the boss looks good, requires a great deal of energy. The boss is human and prone to error. Nevertheless, many organizations do practice serving the boss in preference to serving the employees. When you realize that this is happening, there is a risk and a major cost to consider.

To change a situation you must also change how you think about the situation. There are no exceptions.

Appendix One

Testimonials About New Measures of Success - *These comments come from a variety of leaders involved in our leadership development program in organizations. We consider them qualitative because they are the real perspective of our clients. They can't be measured quantitatively except by the client himself. For him or her they are real (internal) measures of success.*

“Transition is now a clear process. I not only understand it but I can help my team through the various stages of transition (ending, neutral zone, new beginning). I am far more comfortable dealing with the unknowns because I know the answers will show up before long.”

“People issues were killing us. Work just wasn't getting done. I thought pushing harder would make things happen when in fact the situation got worse. I learned to understand myself and in doing so began to understand others better. Now it's easy for me to get to the bottom of issues on a team. We then get on with the work that has to be done.”

“The power of relationships has become paramount. Nothing productive happens without relationships. At this point in my career my focus as a leader is almost always on improving relationships.”

“I am generally more open and honest with my team and with my own leader. I am more able to ask directly for what I want and need. As a result, my team is much more able to complete the work that they are responsible for. My relationship with my boss is great.”

“Since much more of the unspoken is actually spoken on our team we all appreciate the risk-taking involved in good, clear, honest communication.”

“Learning to appreciate the efforts of my team has been a plus. I am fanning the flames of recognition on a regular basis where I paid minimal attention to this before I joined our leadership development program.”

“I have greater confidence, am more comfortable being myself and take greater risks in what I say and how I lead my team.”

“When it comes to group dynamics, I now know what to do to bring about change.”

“My beliefs and values are clear to me. I am more comfortable to challenge my boss. Most of all I am able to let go of control so that the right results can happen.”

“I am more aware of my own feelings. I feel more open and safe and have less fear to do the things that as a senior leader I must do. My team tells me that I am less competitive and more supportive and that they have become more cohesive as a team because of this.”

“My team tells me that I have never been so in tune with them. They love it. They know that they can bring up anything and that I will do my best to help them work it through with them.”

Appendix Four

Assess some of the elements of Your Profile as a Leader

The profile of this leader is counter-cultural and timely. Here is how he or she leads. On a scale of 1 to 10 (10 high) how do you rate your own leadership skills?

Vision: I see the whole picture and some of the major interventions long before others do. I design the plays and in the process I create and live with the vision.

1 2 3 4 5 6 7 8 9 10

Intuition: I experience inner tension and a sense of being on the edge much of the time. This is associated with my own understanding that I am different than the norm.

1 2 3 4 5 6 7 8 9 10

Confidence: The counter-cultural aspect of my leadership style plays havoc with my confidence. I hesitate to ask for what I want and need and then I wonder if I am heard. I am learning that confidence is up and down. This is part of being human.

1 2 3 4 5 6 7 8 9 10

Balance: I believe in balancing work and personal life. Time for family and other special interests is sacred.

1 2 3 4 5 6 7 8 9 10

Service: I am one to serve others; I walk my talk and I have a great deal of integrity. What I say is what I do. I acknowledge my role when I have impacted others.

1 2 3 4 5 6 7 8 9 10