How to Be a More Effective, Resilient, and Adaptable Leader

Arudia Leadership & Management Academy

Actualized Leader Worksheet

Part 1: Leadership, Resilience, and Well-Being

Summary Table

Leadership Style	Strengths	Shadow Behaviors	Self-Actualized
Achiever Motive: Achievement Fear: Failure Antidote: Abundance	Organized Detail-oriented Structured Thorough Analytical	Micromanager Tedious and cautious Perfectionist Critical Narrow-minded	Detailed and conceptual Organized and flexible
Affirmer Motive: Affiliation Fear: Rejection Antidote: Connection	Friendly Helpful Trusting of others and trustworthy Humble Altruistic	Avoids conflict and confrontation Indecisive Devalues own needs and wants Sensitive and emotional	Friendly and courageous Empathetic and candid
Asserter Motive: Power Fear: Betrayal Antidote: Assurance	Confident Decisive Competitive Courageous Strategic	Controlling Arrogant Impatient Condescending Manipulative	Confident and humble Competitive and caring

Step 1: Your Leadership Style

1. Go to www.alpfree.com/arudia/ to determine your primary leadership style or refer to page 6 of your full report. Circle your primary style: Achiever, Affirmer, Asserter.

2. Which strengths do you use on a regular basis?

3. Consider strengths from each leadership style (see table above). Add any other strengths you can identify; consider what colleagues appreciate most about you.

Step 2: Identifying Your Stresses

What Stresses You Out?	Fear Step 3; Q8	Plan Step5; Question 22
1.		
2.		
3.		
4.		
5.		

4a. In which situations do you climb the Affirmer Ladder of Inference?

4b. In which situations do you climb the Asserter Ladder of Inference?

4c. In which situations do you climb the Achiever Ladder of Inference?

Step 3: The Penumbra: Identifying When You Are About To Step In It

The goal of this exercise is to help you identify when you are at the penumbra, which is the very edge of the shadow. Without awareness, we can't stay out or step out of the shadow. My Primary Shadow and Underlying Fear is: Failure, Rejection, or Betrayal (circle one).

5. The fear I experience most in my work is:

6. What are the first signs you are getting stressed? Think broadly; it may not be obvious at first. Consider the behaviors indicated in the *Shadow: At Your Worst, Disempowered, Irrational* columns on the next page.

7. Consider the shadows below. Remember, *At Your Best, Empowered* reflects a person on a good day. It also describes a highly self-actualized person, even when potentially stressful triggers are present. Circle the words in the *Shadow: At Your Worst, Disempowered, Irrational* columns that describe you when you are stressed, or stepping into the shadow.

Affirmer Shadow: Fear of Rejection (Needy or Conflict Avoidant) Triggers: Prospect of Conflict, Hurting Other's Feelings, Making Others Angry (Antidote: Connection)		
At Your Best, Empowered	**Shadow: At Your Worst, Disempowered, Irrational**	
Friendly	Sensitive	Dependent
Generous	Insecure	Possessive
Loyal	Indecisive	Anxious
Empathetic	Complacent	Jealous
Helpful	Accommodating	Naive

Asserter Shadow: Fear of Betrayal (Bullying or Controlling) Triggers: Vulnerability, Asking Forgiveness, "I Don't Know" (Antidote: Assurance)		
At Your Best, Empowered	**Shadow: At Your Worst, Disempowered, Irrational**	
Confident	Arrogant	Autocratic
Decisive	Impatient	Manipulative
Competitive	Condescending	Rude
Candid	Blunt	Intolerant
Courageous	Domineering	Belligerent

Achiever Shadow: Fear of Failure (Micromanager or Catastrophize) Triggers: Scarcity, Prospect of Losing, Imperfection, Ambiguity (Antidote: Abundance)		
At Your Best, Empowered	**Shadow: At Your Worst, Disempowered, Irrational**	
Detailed	Rigid	Narrow-Minded
Organized	Cautious	Inflexible
Structured	Tedious	Obsessive
Thorough	Stubborn	Argumentative
Serious	Critical	Pessimistic

8. Go to the table in Step 2 and identify which of your fears trigger the stress identified in the first column. More than one fear can be triggered at a time.

Remember, if you judge yourself to be rejected, betrayed, or that you are failing, you are in your shadow.

Step 4: Don't Believe Everything You Think

9. Consider your Primary Motive Driver: Affiliation, Power, or Achievement, and your shadow and underlying Fear _____ (of *Failure*, *Rejection*, or *Betrayal*) from Step 2.

10. What are some examples of how your leadership shadow shows up in your work or personal life? Consider behaviors that may be self-defeating, interfering with the delivery of quality service, and frustrating your well-being and efficacy.

11. What are your feared worst-case scenarios related to these examples? Examples include letting someone down, not figuring something out, and outright failing.

12. What are the irrational thoughts, self-limiting beliefs, or unfounded fears that feed into these fears?

13. List what's at risk for you (e.g., relationships, effective teamwork, career). Consider how your shadow behaviors interfere with your happiness and goals.

14. What is the impact on you of operating in your shadow?

15. What is the impact on your colleagues of you operating in your shadow?

16. How would you be a better colleague by recognizing and reducing the frequency, duration, and potency of shadow experiences?

17. What would life be like if you were able to (i) distinguish your shadow from what's actually happening and (ii) act accordingly? How do you want to operate when the going gets rough?

18. What would life be like if you were able to recognize when others are in their shadow and hand them a flashlight?

Step 5: Stepping Into the Light

The goal of this exercise is to help you identify strategies for stepping out of the shadow. Consider using your stronger attributes and improving the attributes in need of development to (i) improve your resilience and (ii) reduce your reactivity so that you experience less stress. You will have fewer expressions of fears such as: (i) micromanagement (Fear of Failure), (ii) by being so sensitive that your colleagues can't be straight with you and you aren't straight with them (Fear of Rejection), and (iii) by being manipulative or intimidating so that colleagues fear making the wrong decision (Fear of Betrayal).

	Level		
Sequence	**Cognition**	**Emotion**	**Behavior**
Confidence	*Objective* Judgment is based on the facts of a situation and is not influenced by personal feelings or preferences. *Tip:* Practice describing situations factually and without judgment. Avoid adjectives. Notice your assumptions; distinguish both implicit and explicit assumptions from what happened.	*Courage* Willing to do something frightening and act in accordance with beliefs, judgments, and convictions. *Tip:* Consider the worst that might happen. What will happen if you don't take action? Consider how you'd like to be as a leader and which action furthers that vision.	*Candor* Open, honest, frank, and sincere in your communications, especially when providing feedback. *Tip:* Use neutral, factual language when giving what might be perceived as negative feedback; frame feedback in your commitment to the person's development or service to clients.
Performance	*Hyperfocus* Engage in an intense mental concentration or visualization focused on a subject or activity, allowing you to be more immersed in the task-at-hand. *Tip:* Stop kidding yourself. You aren't multi-tasking; you're multi-switching. Work for 15 minutes on a project without distraction, decide if you'll continue.	*Trust* Trust and thus be willing to develop and maintain a confident expectation in the reliability, integrity, and capability of others. *Tip:* Ensure that expectations are clear, set milestones, and use *Coaching Skills* to ensure that your colleague has identified and addressed obstacles to success.	*Flow* Consistent engagement in peak performance working on challenging tasks where you become so engaged that you lose track of time. You are "in the zone." *Tip:* Turn off email, phone, computer's volume and work on a project until you're out of ideas; switch to the next project and repeat.
Renewal	*Optimal Time Orientation* You live primarily in the present. *Tip:* Listen, focus on the core message and the person's feelings and needs. When you are distracted by the thought of a task, record it and then continue working.	*Acceptance* You completely accept yourself – flaws, limitations, the aging process - and embrace your reality, not fighting, ignoring, or denying it. *Tip:* Choose to enjoy life, flaws and all. Think about all you have to be grateful for.	*Solitude* Comfortable being alone, and cherish rather than avoid this time. You don't passively pass the time; you actively plan, reflect, and renew. *Tip:* Use alone time to actively plan, reflect, renew. Enjoy activities: exercise, read, or cook.

19. List your three strongest attributes and how you use them in your work:
    a.

    b.

    c.

20. List the three attributes requiring the most development, and how developing these attributes will improve your wellbeing, resilience, and work:
    a.

    b.

    c.

21. I commit to improving at least one attribute; the one that will help me stay out of my shadow is_____. These are the steps I will take to develop this attribute.

22. Create a plan for stepping out of the shadow and back into the light. This plan will work best if you leverage your stronger attributes as you work on those requiring development. Complete the last column of the table in Step 2.

Don't forget to refer to your ALP Report, Nine Attributes Resource Guide, 20 Suggestions for Improving Self Actualization, and Anne's articles entitled, *Embrace and Improve Your Leadership Style, Supercharging Your Firm's Culture: From Stressed to Resilient,* and *How to Prevent the Fear of Failure from Derailing Success.*

Part 2: Translating Individual Behavior into Culture Summary Table

A team's culture is its personality and the collective emotionality of its members. Team members' shadows create the culture. The leader's and team members' management of their own shadows is determinative of the team's culture. Find out more at https://atpfree.com/arudia/

Actualized Culture	Shadow Culture	Transforming to Dynamic
Independent	**Detached: Anger & Apathy** Fear of Failure	1. Realize that surface problems are often symptomatic of the real underlying issue(s). 2. Allow to acknowledge anger. 3. Resolve issues of power, authority, and responsibility. 4. Develop and implement team decision-making processes that seek input and consensus. 5. Encourage participation from all members to develop or revise the team's charter or mission.
Ownership Dig in Initiative Serious Deliver Accountability	• **Delays** making commitments or difficult decisions. • Some team members don't participate. • Physical and psychological **withdrawal**. • Lacks an overall sense of "us" or "we" or "team". • Greater focus on **indvidual agendas.**	
Collegial	**Dramatic: Frustration & Despair** Fear of Rejection	1. Provide honest, critical feedback. 2. Address poor performance, unrealistic expectations, or obvious problems. 3. Set challenging performance goals and standards. 4. Appoint individual members to serve as "Devil's Advocate" to critique the team's performance, plans and decisions. 5. Encourage expression of concerns, doubts, or criticism.
Friendly Inclusive Supportive Community Dedicated Courageous	• Norm of **politeness.** • Warm, friendly atmosphere. • Looks to the future for salvation.Differences "**smoothed over**" rather than resolved. • **Lacks candor**/direct communication. • **Gossip**, triangulation, and unresolved complaints.	
Aligned	**Dependent: Fear & Anxiety** Fear of Betrayal	1. Provide clear direction and purpose 2. Involve members in developing specific performance goals. 3. Provide members with enough information to move from dependence to interdependence 4. Allow members to clarify and communicate their roles and expectations to the entire team. 5. Develop a "Responsibilty Grid" that clearly indicates member responsibility
Interdependent Risk/reward Take charge Progress Strategic Fearless	• Members look to leader for **direction and protection** and expect **others to run meetings** and complete tasks • An over-reliance on the **opinions of a few select** team members. • **Leaders act** without consulting team members. • **Members fail to ask** clarifying questions or **challenge** assumptions or solutions.	

Dynamic: Passion & Authenticity	Maintaining Dynamic
• **Open**, honest, and direct communication (no siloes). • Objective and **responsible.** • Members seek relevant information and **encourage diverse opinions.** • High degree of **trust** and mutual **respect.** • **Resilient and optimistic.** • **Agile decision-making.**	1. Protect the team from too many external distractions or influences. 2. Celebrate team successes and achievements. 3. Provide ongoing performance feedback. 4. Provide necessary resources for the group to perform at optimal levels. 5. Stay out of the way! Do not attempt to micromanage.

Five Dimensions of Team Performance

1. **Communication:** The degree to which your team communicates openly, candidly, and without hidden agendas during meetings.
2. **Participation:** The degree to which each team member is engaged and actively participates in meetings and takes responsibility for achieving your team's goals.
3. **Trust:** The degree to which team members trust each other and your leader, act in the best interest of the group, maintain confidentiality, and speak and act with transparency.
4. **Conflict Management:** The degree to which conflict in your team is recognized and effectively managed in a productive manner.
5. **Purpose:** The degree to which your team has a sense of purpose and an understanding of how your decisions and actions impact the larger goals and objectives of the organization.

Step 6: Assess Your Team Culture

1. What about your Group Culture Profile seems accurate and why?
    a. Detached:

    b. Dramatic:

    c. Dependent:

    d. Dynamic:

2. What is the most productive attribute of the group?

3. What is the least productive attribute of the group?

Step 7: Grasp the Impact

4. Consider the impact of your Shadow Behaviors on Group Culture. How do your expressions of Shadow and Group Culture affect stakeholders' experience, capacity to do the job, and results?

Scale/Who	You	Team Members	Stakeholders
Detached			
Dramatic			
Dependent			
Dynamic			

5. What would you like impact of your Team's culture to be on each stakeholder's experience, capacity to do the job, and results?

Scale/Who	You	Team Members	Stakeholders
Detached			
Dramatic			
Dependent			
Dynamic			

Step 8: Next Steps

6. What steps do you recommend that the Team take to improve its culture? Consider the Summary Table.

7. What other recommendations do you have regarding collaboration and supporting each other?

8. What are you committed to doing differently?

Renewal Exercise

1. What events or circumstances are likely to provoke stress or shadow experiences (see Step 2 of your Actualized Leader Worksheet)?

2. What can you or others do to help you step into the light (out of the shadow)?

3. If time, money and social distancing restrictions weren't an issue, how would you be dealing with your stressors?

4. Now it's time to brainstorm! What COVID-possible strategies might meet your needs? Identify stress-management routines or strategies that will improve your quality of life.

Some Suggestions

1. Get enough sleep and have good sleep hygiene (same waking and bedtime).
2. Distinguish between the work day and personal time.
    a. Not answering email before/after a particular time.
    b. Closing up your office (laptop) at the "end" of the day.
3. Not responding to email during personal time.
4. Get outside - even in bad weather; the Norwegian's have a concept called "friluftisliv".
5. Exercise regularly.
6. Deliberately divide responsibilities.
7. Engage in hobbies.
8. Involve kids in hobbies, play with them!
9. Listen to music and even dance!
10. Learn something new: photography, painting, cooking, baking, games.