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TOTAL



LEADERSHIP



Be a Better Leader, Have a Richer Life



STEWART D. FRIEDMAN

## Life-Work Integration: The Total Leadership Way

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THE SECRET TO  
HAVING A REWARDING  
WORK-LIFE BALANCE  
IS TO HAVE NO LIFE.



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THEN IT'S EASY  
TO KEEP THINGS  
BALANCED BY DOING  
NO WORK.



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SO SIMPLE,  
AND YET,  
SO GENIUS.

IT WAS  
HIDING  
IN PLAIN  
SIGHT.



# What is “Total Leadership”?

- Method to individualize life-work integration
- Based on research and real-world experience
- Designed to find solutions that work for individuals and workplace
- Involves introspection, conversations with your inner circle to build accountability
- Exercises assist participant in aligning values with actions



# Total Leadership is for those ...

- Succeeding in one aspect of life while underperforming in others
- Failing to capture value from one part of life and bringing it to bear in others
- Living with too much conflict among different roles



# Are all parts of your life in perfect harmony?



# People try Total Leadership because they...

- Feel unfulfilled/unhappy – not doing what they love
- Don't feel genuine
- Have daily responsibilities/activities inconsistent with values
- Are unfocused, lack sense of purpose
- Feel disconnected from people who matter
- Are in a rut – want to find something new
- Crave stronger relationships built on trust
- Are stressed, overwhelmed, distracted, overextended...



# Learning Objectives for Today



- **Discuss 3 Total Leadership Principles**
  - Explore Being Real, Being Whole, Being Innovative
- **Review Aligning Values with Actions**
  - Take the four-way view – work, home, community, self
- **Discuss designing an experiment intended to produce a “four-way win”**
- **Review peer coaching and its impact on accountability**

# Total Leadership Principles:

Being Real (Acting with Authenticity)

Being Whole (Acting with Integrity)

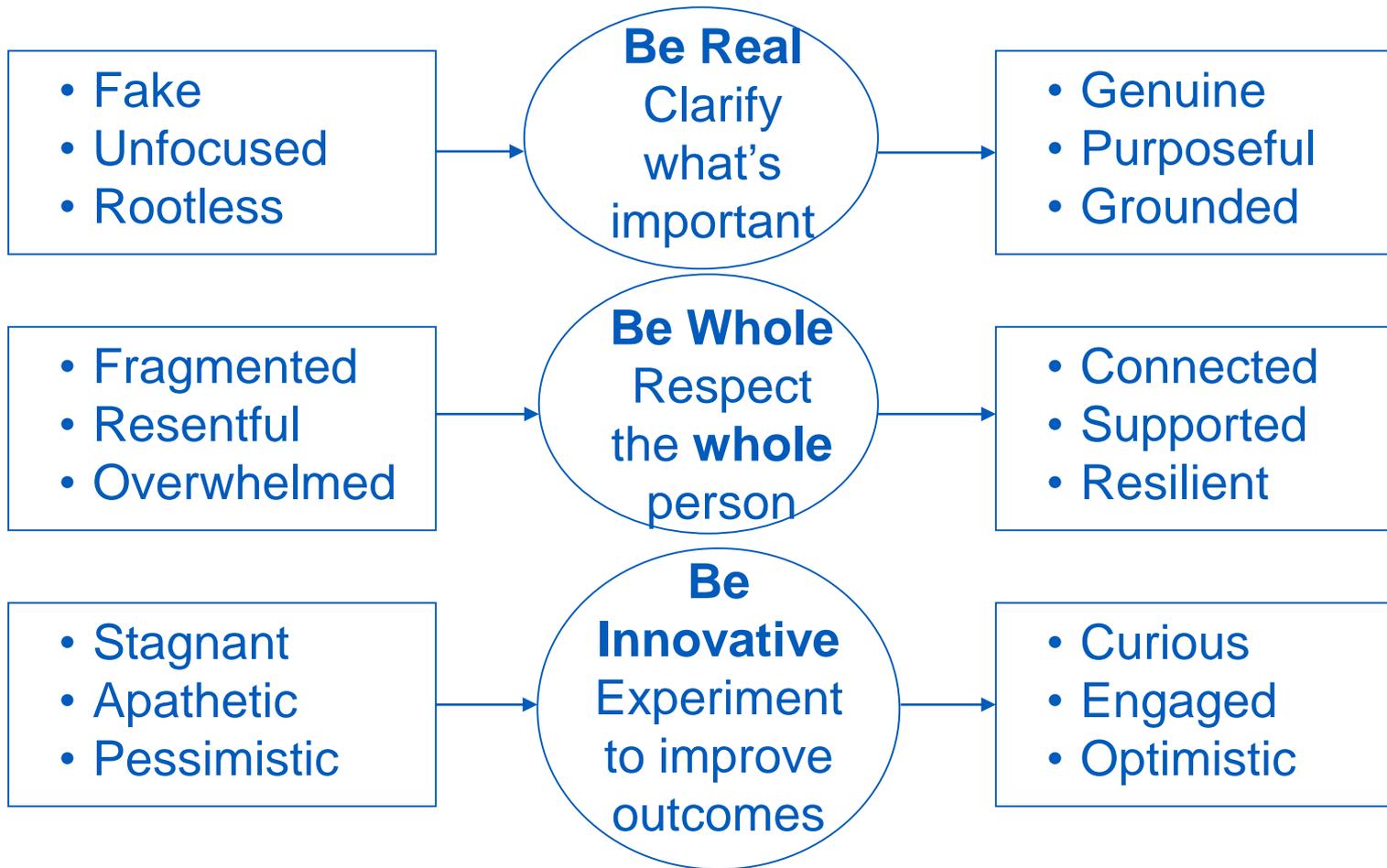
Being Innovative (Acting with Creativity)



*"Be who you are and  
say what you feel,  
because those who mind  
don't matter,  
and those who matter,  
don't mind."*

**Dr. Seuss**

# The Practice of Total Leadership



Allow core values to surface – Transition how you allocate attention, skills, resources, etc.

# **Be real:** Act with authenticity (by clarifying what's important to you)

What kind of \_\_\_\_\_ do I want to become?

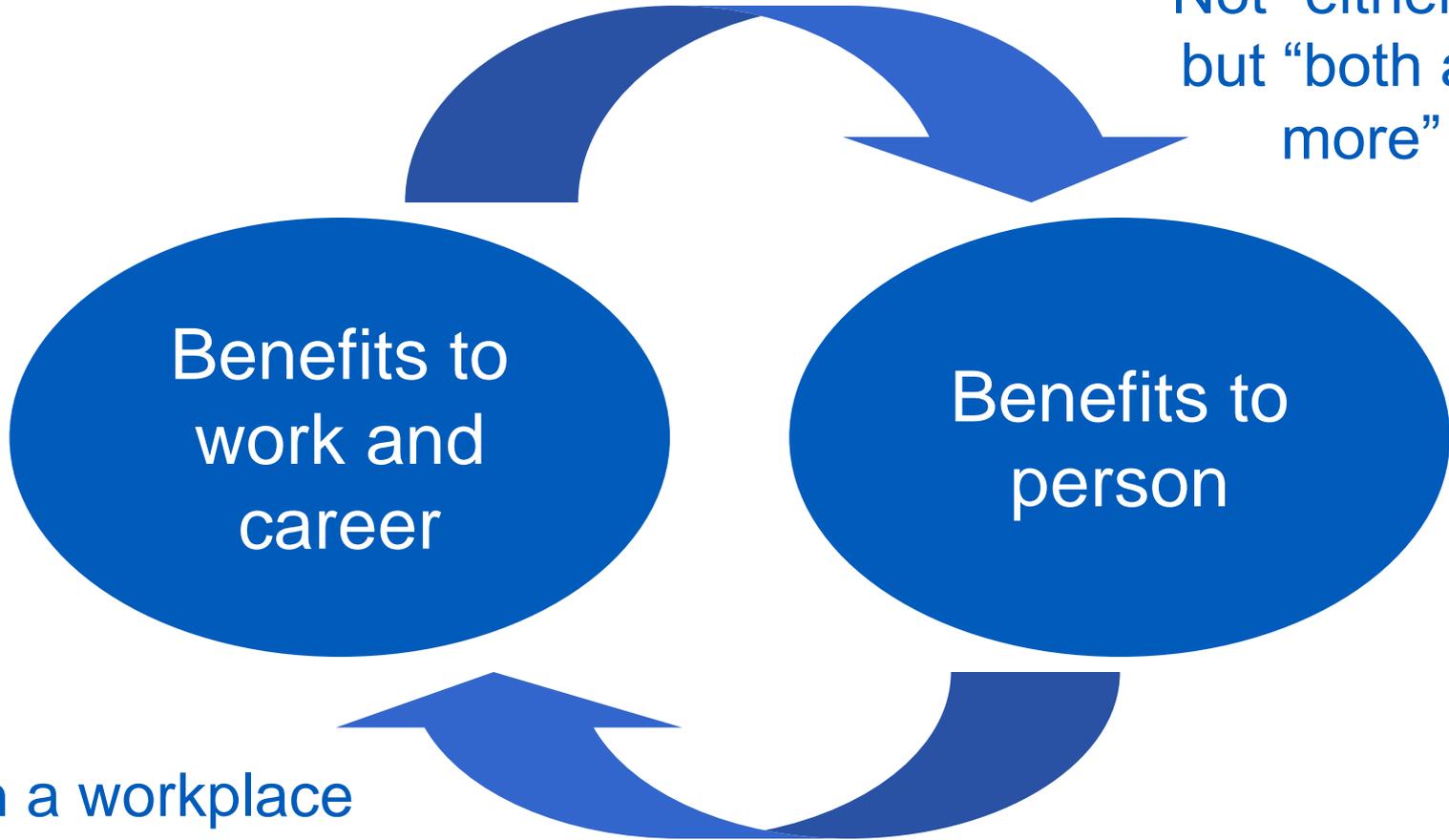
What will my life's legacy be?



What are my core values, beliefs, and ideas?

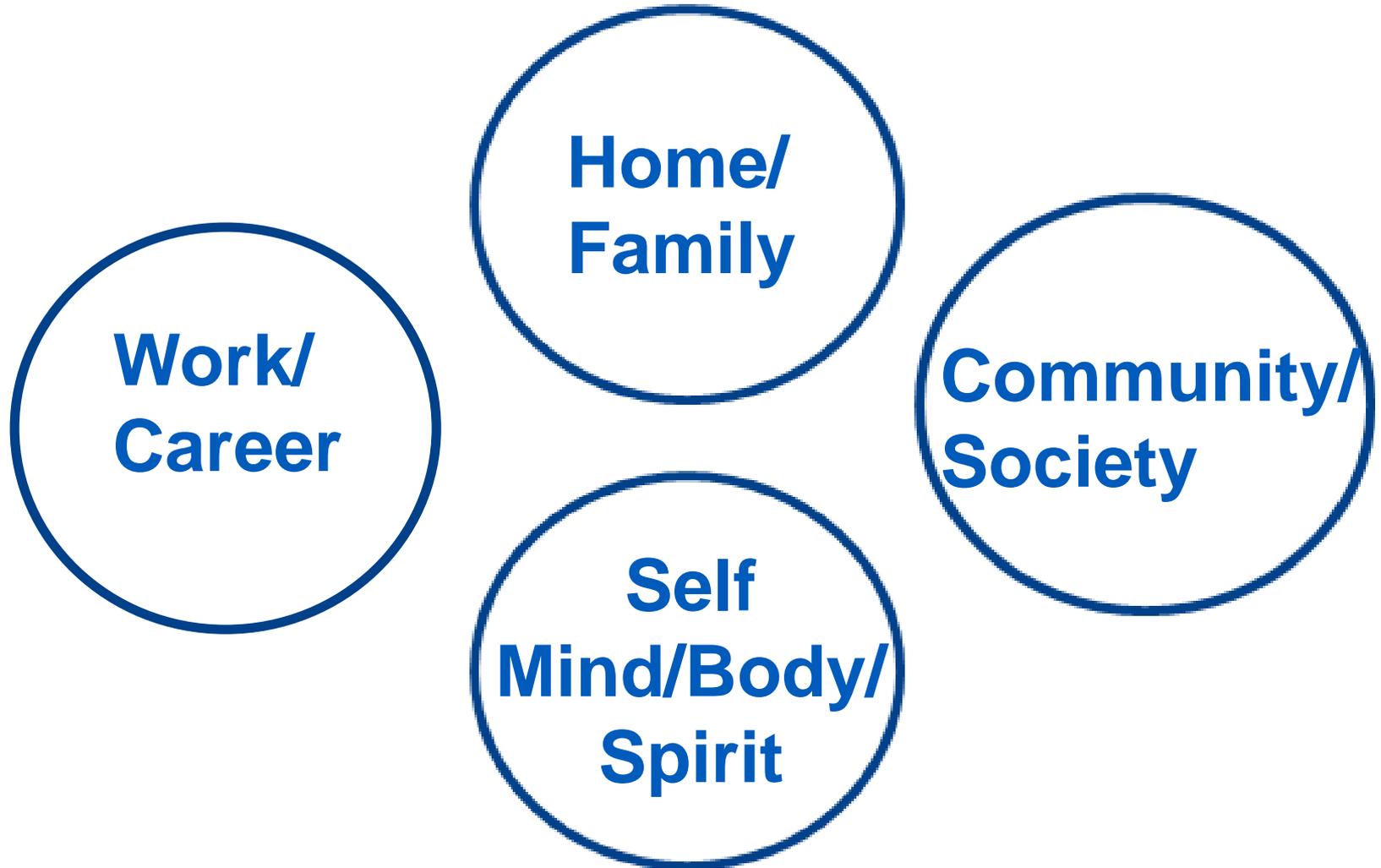
# Mutual gains in Performance and Satisfaction

Not “either/or”  
but “both and  
more”



Both a workplace  
*and* a personal  
imperative

# Aligning Values with Actions – the Four-Way/Domain View



# The four-way view

Assess importance, focus, satisfaction and performance in each domain

<b>Domains</b>	<b>Importance</b>	<b>Focus</b>	<b>Satisfaction</b> 1=not at all... 10=fully	<b>Performance</b> 1=poor... 10=excellent
<b>Work / Career</b>	%	%	1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10
<b>Home / Family</b>	%	%	1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10
<b>Community / Society</b>	%	%	1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10
<b>Self: Mind, Body, Spirit</b>	%	%	1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10
<b>Overall</b>	100 %	100 %	1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10

# What do you see when you analyze your responses?



# Coaching Exchange on your Four-way View



- Best done in trios – coach, “client” and observer
- Coach, asks “client” these questions:
  - What are the consequences of the choices you make about focus of attention at work, home, community, and self?
  - What is your great challenge – besides time – in creating greater harmony?
- Listen and offer feedback (both coach and observer)
- Generate ideas for aligning what’s important with actions to improve satisfaction and performance in all domains
- Switch roles

# From one-way to four-way

Improving performance (and satisfaction) by integrating work, home, community, and self

## One-Way Wins

Performance and Satisfaction Sacrificed in One or More Domains

Missed Opportunities to Capture Value from Other Domains

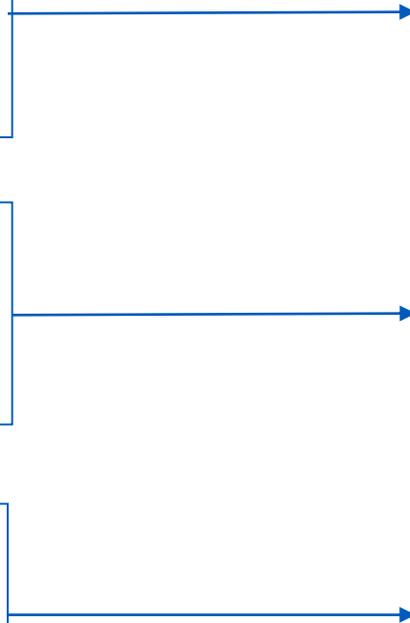
Conflict Among Domains

## Four-Way Wins

Good Performance and Satisfaction in All Four Domains

Mined Opportunities to Capture Value from Other Domains

Harmony Among Domains



# **Be whole:** act with integrity by respecting all your people

- Take responsibility for respecting all aspects of their lives
- **Align interests** of different stakeholders in **gaining support**
- Clarify performance expectations, be open to changing them
- Set and respect boundaries
- Invest in social capital to nurture supportive networks

PERHAPS FIGURING OUT  
WHAT MATTERS MOST  
MATTERS MOST

# Stakeholder Dialogues

- Key to determining expectations (yours and theirs)
- Important for defining **their** values and goals
- Critical to aligning your interests with theirs
- Essential for obtaining support
- Vital to your success!



# Stakeholder Expectations 1: Outside-in View

Identify the most important people in your life, what they expect of you, and how well you are meeting their performance expectations

Work	Home	Community	Self
			<a href="#">Spirituality</a>
			<a href="#">Relaxation</a>
			<a href="#">Physical health</a>
			<a href="#">Emotional health</a>

# Stakeholder Expectations 2: Inside-out View

Identify what you expect of them and how well they are doing in meeting your performance expectations

Work	Home	Community

# Set up Dialogues with Stakeholders

- Build trust
- Enhance understanding
- Gain support for moving toward your vision
- Be prepared for surprises!



# Be innovative: act with creativity by experimenting

- Goal: innovative action to produce a *four-way win*
- Re-think the means by which work gets done/Reduce reliance on traditional work methods
- Have the courage and openness to experiment
- Find new ways of creating mutual value among domains
- Focus on results
- Evaluate satisfaction of stakeholder expectations



# Game Plans for Your Experiments

- Develop basic idea for your experiment
- Gather assistance, advice or additional information you will need
- Anticipate obstacles and assets
- Reflect on how this is innovative for you



# Achieving Small Wins

- Concrete, implementable, important steps toward vision
- Big change is the accumulation of small wins
  - Break it down into measurable chunks
  - Move down a path in a direction you choose
  - Act on what's doable, under your control
  - Build momentum, reduce resistance, increase confidence with visible signs of progress
  - Act with urgency and zest
  - Give others choices and make them visible





# Total Leadership Experiments for Producing Four-way Wins

## 4. Appreciating and Caring

Having fun with people (e.g., by doing things typically outside of work with co-workers), caring for others, and appreciating relationships as a way of bonding at a basic human level.



## 5. Focusing and Concentrating

Trying to be physically or psychologically present when needed to pay attention to stakeholders who matter most. Sometimes this means saying “no” to opportunities or obligations.

## 6. Revealing and Engaging

Sharing more of your self with others—and listening—they can better support both your values and the steps you want to take towards realizing your leadership vision.

# Total Leadership Experiments for Producing Four-way Wins

## 7. Time-shifting and Re-placing

Working remotely or during different hours to increase flexibility and thus better fit community, family, and self activities while increasing efficiencies.



## 8. Delegating and Developing

Re-allocating tasks in ways that increase trust, free up time, and develop skills in self and others; working smarter by reducing and/or eliminating low-priority activities.

## 9. Exploring and Venturing

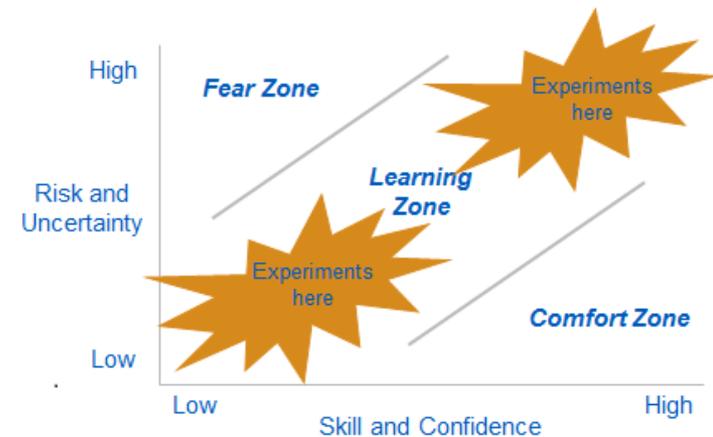
Taking steps towards starting a new job, career, or other activity that better aligns your work, family, community and/or self domains with your core values and aspirations.

# Design your Experiment to fit in the “Learning Zone”



# Are you in the Learning Zone?

- What are you trying that's really new and challenging?
- What risks are you taking?
- How are you managing/minimizing risk?
- Are you sure it's designed to be a win for every domain?



How will your experiment result  
in your having a richer life?



# Scorecard for your Experiment—Goals and Metrics

	<b>Goal</b> Intended impact in all domains	<b>Results Metrics</b> How you will know if goal is achieved	<b>Making It Happen</b> Action steps and updates
<b>Work/Career</b>			
<b>Home/Family</b>			
<b>Community/ Society</b>			
<b>Self</b>			

# Coaching Exchange and Follow-up on Experiments

- Coach to ask/clarify :
  - Goals and metrics in all four domains
  - Are the action steps practical?
  - How can you increase the chances of success?
- Follow-up plan
  - How will you hold your “client” accountable?
  - How will you support your “client”?



Serve *their*  
interests!

Are people around  
you benefitting  
from the steps  
you're taking in  
your experiments?

# Measurable, Sustainable Behavior Change

## Workplace Results

- Increased attraction/retention of talent
- Productivity gains and cost reductions
- Enhanced engagement and resilience
- Greater focus on results that matter
- Greater commitment to organization
- Improved leadership skills
- Increased confidence and competence in creating sustainable change
- Stronger connections in networks
- Better reputation via community impact



## Personal Results

- Fewer conflict-ridden tradeoffs
- Greater sense of control
- Improved health and wellness
- Lower stress, more energy
- ↑ satisfaction with personal growth, job/career, family

# Summary

- Create **sustainable change** to improve performance in all of life
- Aim to score **four-way wins**
- Principles for action:
  - Be real**: act with authenticity by clarifying what's important
  - Be whole**: act with integrity by respecting the whole person
  - Be innovative**: act with creativity by continually experimenting
  - Reflect and grow**

# Reflect & Grow



- Review scorecards
- Revisit stakeholder expectations
- Revisit 4-way view – “then and now”
- Return to baseline
- What changed for you?
- Practice, practice, practice!



# References

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