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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)

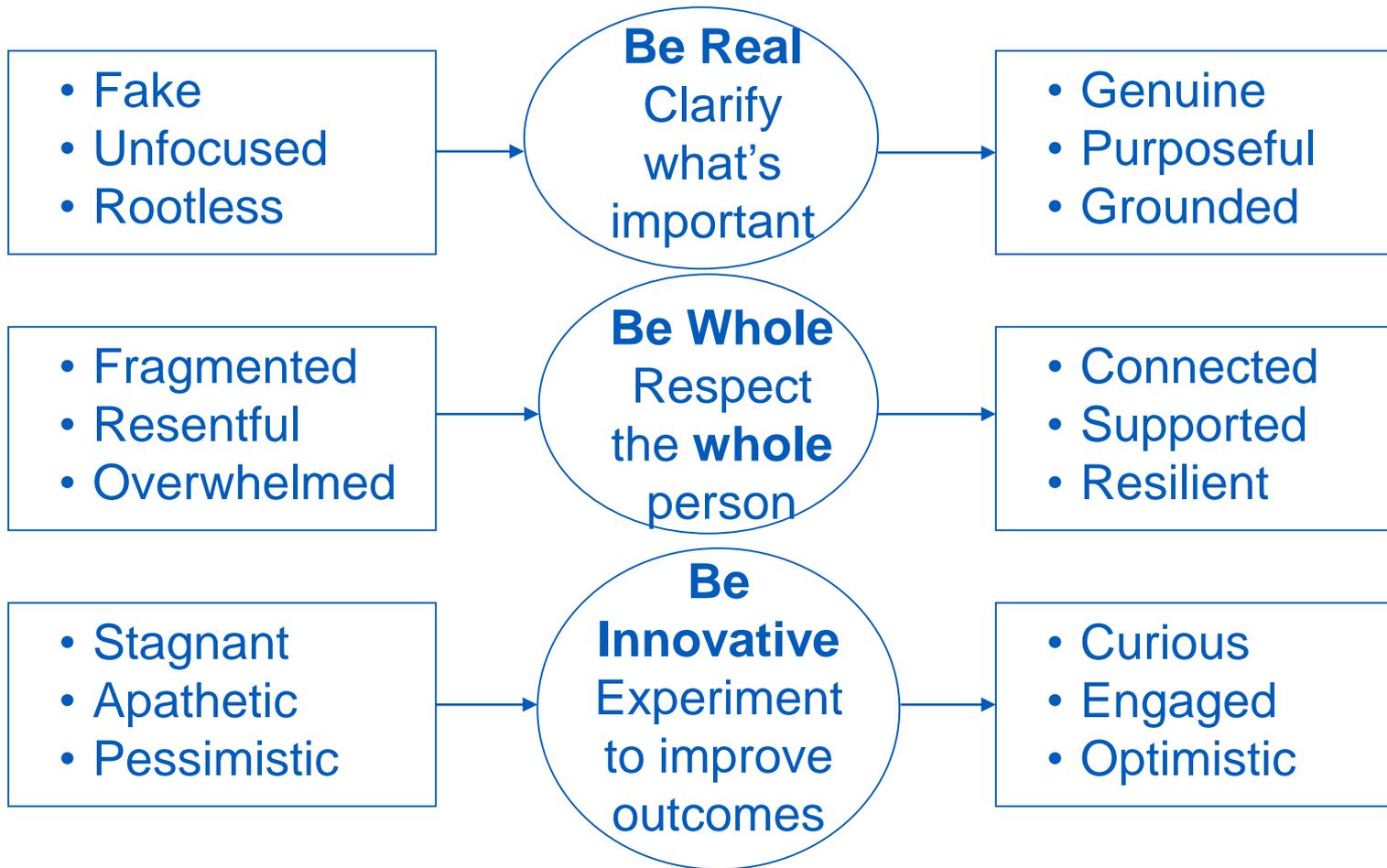
Being Innovative (Acting with Creativity)



*"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

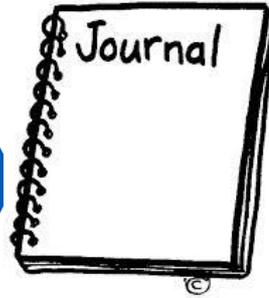


Allow core values to surface – Transition how you allocate attention, skills, resources, etc.

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

What kind of _____ do I want to become?

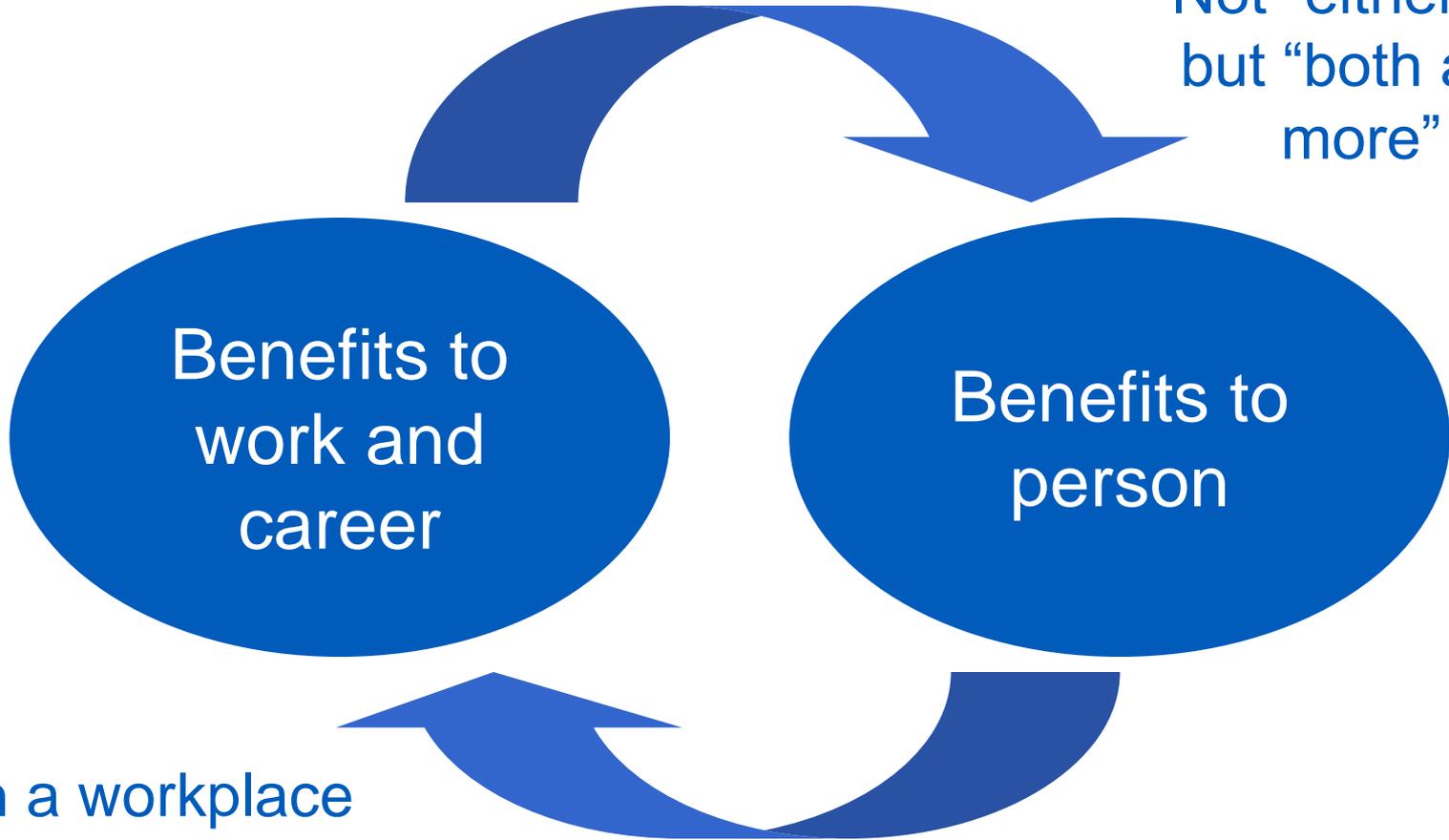
What will my life's legacy be?



What are my core values, beliefs, and ideas?

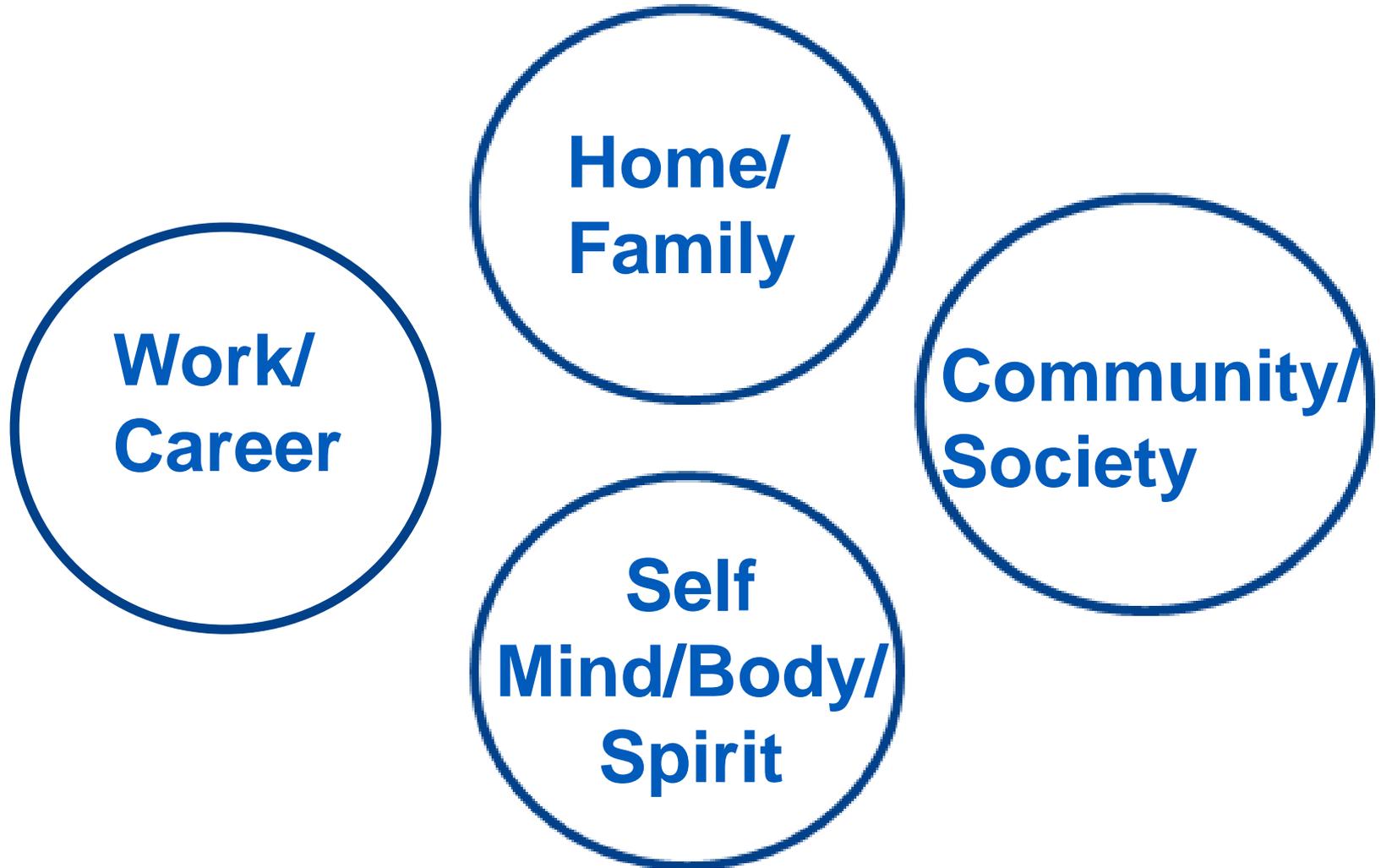
Mutual gains in Performance and Satisfaction

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

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

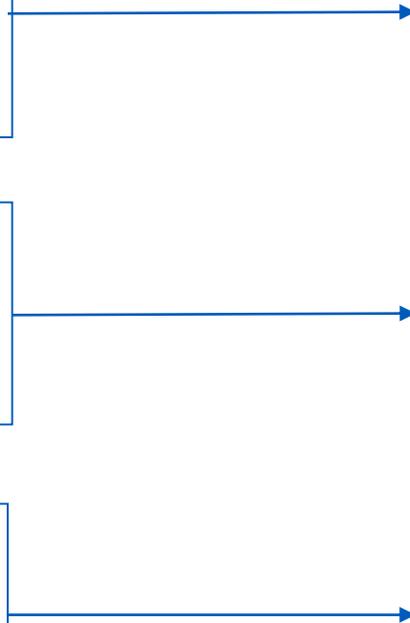
Conflict Among Domains

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
			Spirituality
			Relaxation
			Physical health
			Emotional health

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

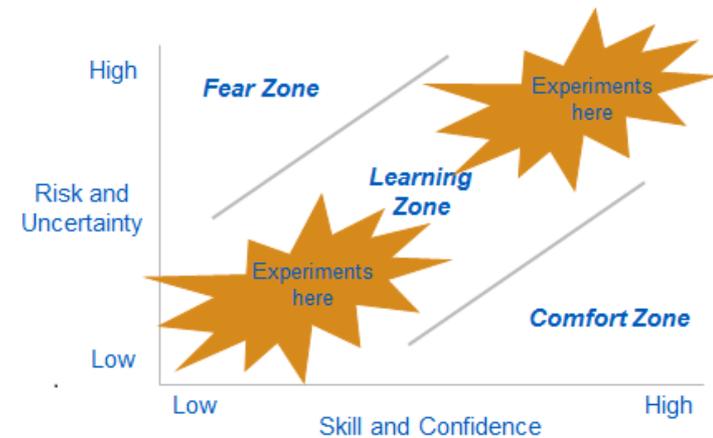
Taking steps towards starting a new job, career, or other activity that better aligns your work, family, community and/or self domains with your core values and aspirations.

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

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

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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