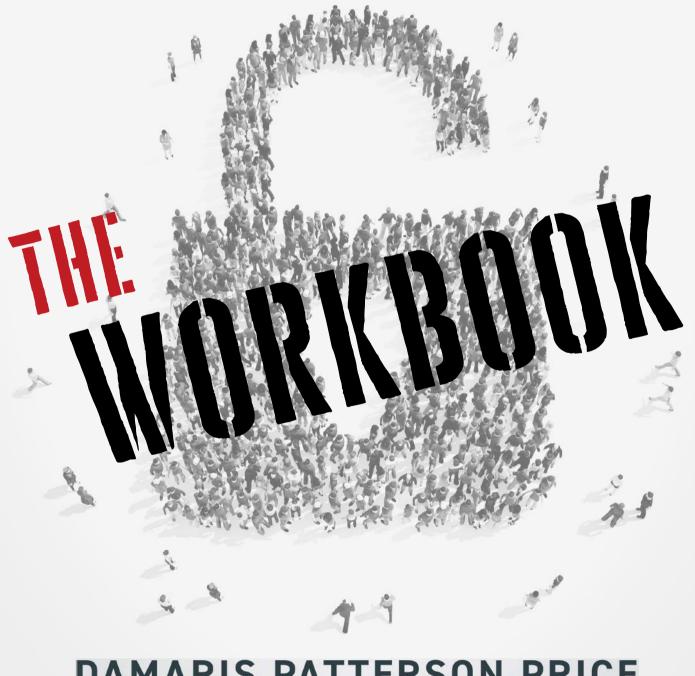
# UNLOCK YOUR LEADERSHIP

SECRETS & STRAIGHT ANSWERS ON STANDING OUT, MOVING UP, AND GETTING AHEAD AS THE LEADER YOU REALLY ARE



DAMARIS PATTERSON PRICE

## ABOUT

Unlock Your Leadership | Secrets & Straight Answers on Standing Out, Moving Up, and Getting Ahead as the Leader You Really Are is a leadership development playbook that provides honest through-the-keyhole insights and strategies to help you win at work as the leader you really are.

Peppered throughout the book are Strategic Reflections or coaching questions and exercises to add a dimension of self-awareness to support your development. This workbook is a companion-piece to the Unlock Your Leadership paperback and ebook editions to make this essential part of your leadership development journey easy and more convenient.



You have started down the path of a development journey that will result in you being able to pursue next-level roles and opportunities with more savvy and confidence. Think about that end state and the person you want to be after this experience. Once you emerge on the other side of this process, what do you want to have changed? What do you want to be different from today? In the space provided, list three shifts you want to see along the way. Identify changes that are within your control to influence, even though you may not yet know how. List what you will see more or less of as you approach a successful outcome. Lastly, to help these shifts take shape, note how you will help yourself stay the course. How will you keep yourself accountable and on the path? Here's an example.

#### **Desired Shift:**

I don't want to be afraid to go after the roles I want at work. I want to pursue opportunities at work with more confidence.

#### Success Looks Like:

I'll know the change is happening when I feel more surefooted going after next-level positions. I'll be using more strategy (and less wishful thinking). I'll be less afraid. And I'll know what to do in between promotions to get and keep myself ready.

#### To Help Myself Deliver:

The Strategic Reflections-I'll use them to track what I'm learning as I go through the book. I'm going to write down what I'm really thinking to see if anything unexpected comes up. My friend and I have also agreed to go through this together. I'm more likely to follow-through with him as an accountability partner.



| Desired Shift:          |                 |  |
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| Success Looks Like:     |                 |  |
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| To Help Myself Deliver: |                 |  |
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List five of your values. What are those universal truths you believe and use to navigate through life? Next, list five of your organization's values or business priorities. Compare the lists, and notice where they align and where they do not. What do you see most: alignment or division? Knowing that an organization actualizes its priorities through its leaders, how ready are you to be the standard-bearer of your organization's values? How comfortable are you, while embodying your own philosophies, in evangelizing those of your organization?

| 1. | Your Values | Your Organization's Values 1. |
|----|-------------|-------------------------------|
| 2. |             | 2.                            |
| 3. |             | 3.                            |
| 4. |             | 4.                            |
| 5. |             | 5.                            |



| In what ways is your career in      |  |
|-------------------------------------|--|
| suspended animation? Which          |  |
| categories reflect elements of your |  |
| career stuckness? Which of the Nine |  |
| most resonated with you?            |  |
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How would you describe leadership? List at least ten attributes. When you look at your defining list, circle and contrast the characteristics that are matters of behavior and choice versus those that reflect accidents of birth.

1. 6.

2. 7.

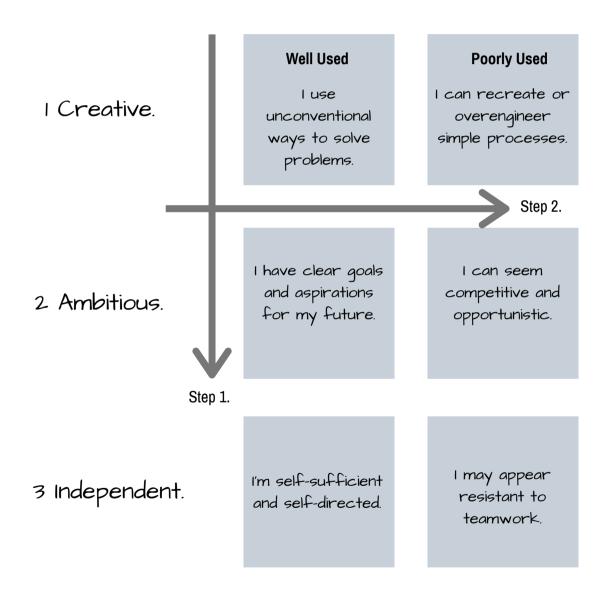
3. 8.

4. 9.

5. 10.

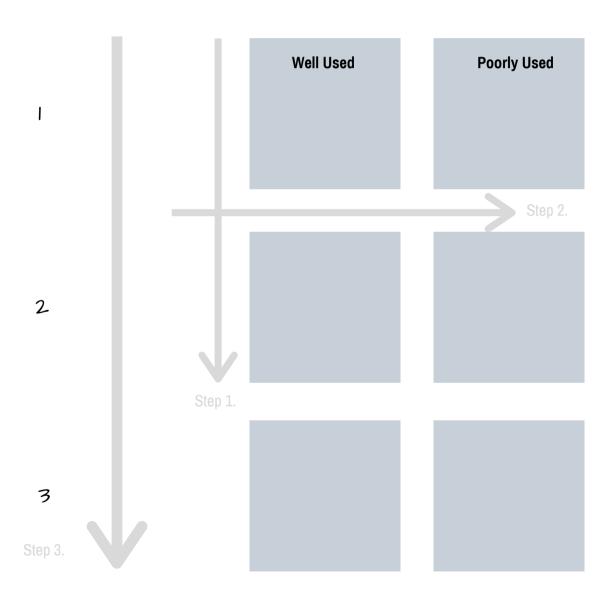
# STRATEGIC REFLECTION NO. 5 What positive change happens because of you or the work you perform? How do you help your organization (its systems, its people, its products, or its customers) avoid a threat or accelerate contact with an advantage?

In the space provided, make a list of three personal characteristics you take pride in. For each of your characteristics, use a few words to describe its potentially positive and negative impacts. Here's my list as an example:

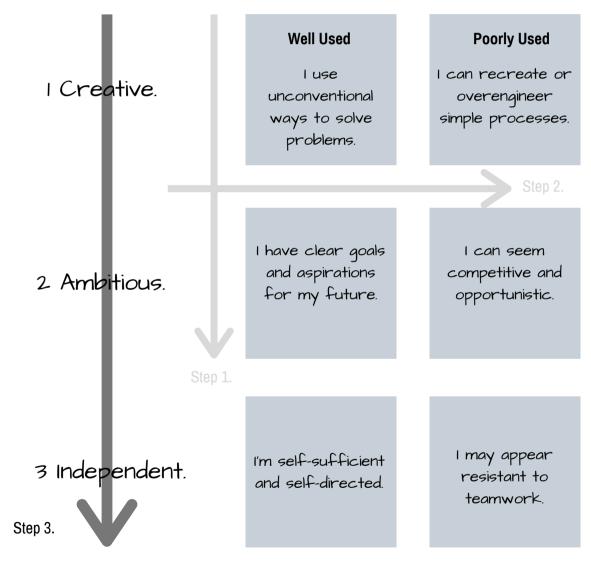


## STRATEGIC REFLECTION NO. 6, P1+2

In the space provided, make a list of three personal characteristics you take pride in. For each of your characteristics, use a few words to describe its potentially positive and negative impacts. Here's my list as an example:



Next, look at the characteristics you noted in the far-left column, not as separate elements but as different ingredients that are going into one pot and simmering together. Capturing all three characteristics, generate a resulting competency, as well as a brief description that highlights the behaviors' combined business value. For example:



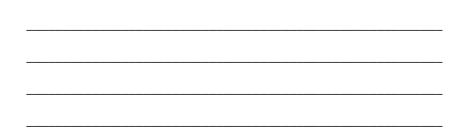
### The outcome and business value:

Entrepreneurial spirit:

a self-driven and
innovative business
approach to change and
problem solving

### STRATEGIC REFLECTION NO. 8

Which competency behaviors do you recognize as helping you create business value? List three to five specific behaviors from this chapter that would help you further upgrade how you manifest those competencies in your role at work.







| Think about your last big win at work.   |  |
|--|--|
| In what ways did you need the            |  |
| cooperation of others? Which of the      |  |
| behaviors mentioned in this chapter      |  |
| did you practice? Has there ever been    |  |
| a time when you were able to deliver a   |  |
| great result completely in isolation and |  |
| on your own?                             |  |
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# STRATEGIC REFLECTION NO. 10 Think about a time when you had to exhibit selfmastery to cause the desired impact. How did self-managing help you influence others or the situation? What would have been the consequences had you chosen not to selfmanage?

The elements of the sequence act as links in a chain that ultimately result in you causing change and value at work, the origins of which will always take you back to the basis of leadership: self- mastery. Still in doubt? Reverse engineer it. Think of a recent professional win. In what ways did you cause change that added value? To achieve your success, who did you engage and infl uence? To gain the followership of those people, in what ways did you have to be self-mastered (adaptable, self-managing, and self-aware)?

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There's a proverb that says, "So a person thinks, so that person is." In the space provided, list five things you would do differently at work if you thought of yourself, regardless of your current job title, as a leader or a more senior-level leader. Then examine your list for those items that would be appropriate for your role and do not require formal authority or a promotion to execute. Those items are ways to demonstrate leadership, not by promotion orauthority, but by your decision. Look at your list. In what ways is the decision the only thing stopping you from being the leader you really are?

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| 4. |  |
| 5. |  |
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| Identify three situations typical of your world where a single leadership behavior would                             |  |  |
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| have a positive outcome when applied appropriately, as well as negative outcomes if applied too much and too little. |  |  |
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First, what currently is the object of your leadership most of the time? Who or what benefits most directly from what your leadership has to offer? Now, think of a time when your leadership supported a different or additional object. Because you were impacting a different object, what adjustments did you make to your "equalizer" to lead effectively in this unique situation? When you think about the next-level role you want, what object will you most often impact then? In what ways might you need to broaden your use of visible leadership competencies to do so? When you think about the nextlevel role you want, to what extent do you need to up your competency game to meet its contextual demands?

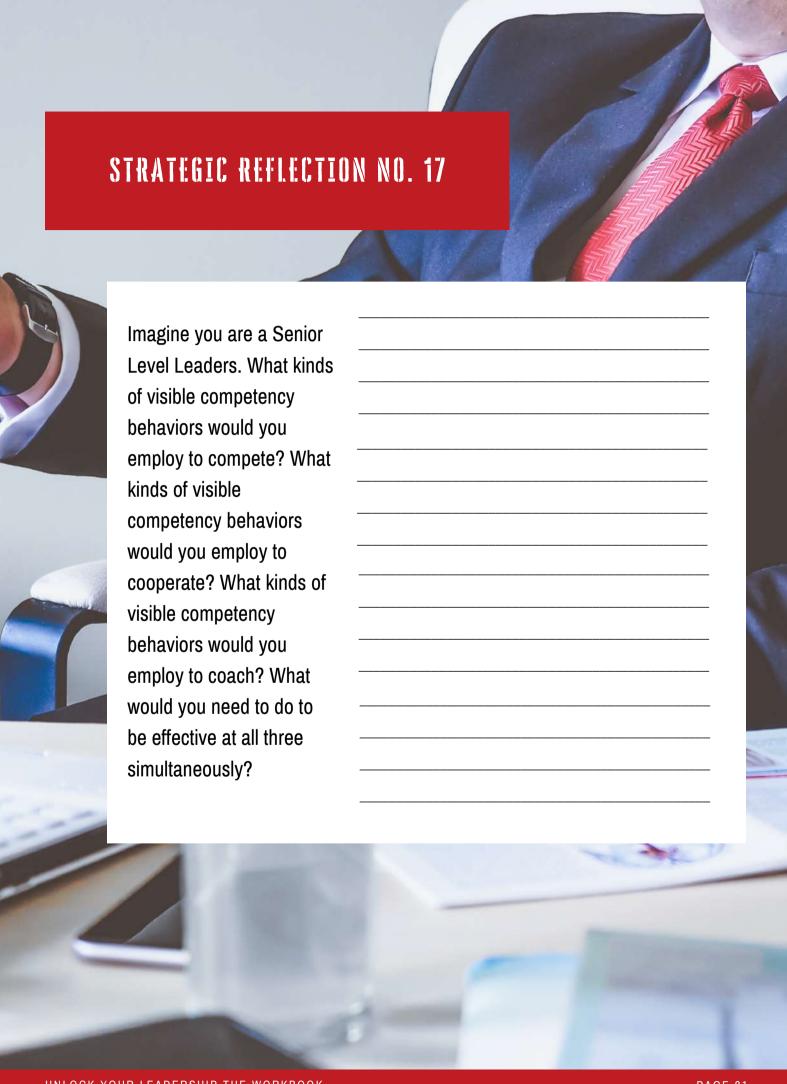
You and your manager likely use some of the same competency behaviors to do the work of your department. Identify one behavior you share. How does your manager use that behavior in a way that is similar to you? How do you use the same competency differently? Next, think about the role you want versus the role you have. What visible competencies do the roles share? Which visible competencies are unique? Note how the same competency is used differently in your current role versus in your next. What skills do you need to develop to be able to walk in the competency behavior in its higher-order form?



Think about the next-level role you want and the visible competencies you need to demonstrate to be successful in it. Use the following table to organize your thoughts. In the first column, "Competency Behavior," list three competency behaviors you will need to demonstrate in the next-level role. In the second column, "Well Played," for each competency you noted, describe what the competency would look like when appropriately executed. Next, in the third column, "Over- or Underplayed," describe the same competency, but this time, as demonstrated by someone playing it too big or too small. How would the same competency look if displayed by someone who was not ready to take on the next-level role? How would it look if exhibited by someone who wasn't using his or her full potential? Finally, think about how you normally walk in the competency. Are you closer to well played or over- or underplayed? What do you need to learn or demonstrate to close the gap?

| A Competency Behavior<br>Found in the Next-Level Role<br>I. | Well played in the<br>Next Level Role | Over/Under played in the Next Level Role |
|---|---------------------------------------|--|
| 2.  |                                       |  |
| 3.  |                                       |  |

Think about the next-level role you want and the visible competencies you need to demonstrate to competency would look like when appropriately executed. Next, in the third column, "Over- or or her full potential? Finally, think about how you normally walk in the competency. Are you closer



Most roles have a tactical (doing) side and a strategic (thinking and planning) side. Which part of your role do you enjoy most? How would you manage it if the next-level role you want pulls you away from the tactical or strategic work you enjoy?



1.



Think about a subject area that deeply interests you and on which you are often called upon to advise or consult at work. In the space provided, list sixteen data points you know about that topic.

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2. 10.

3. 11.

4. 12.

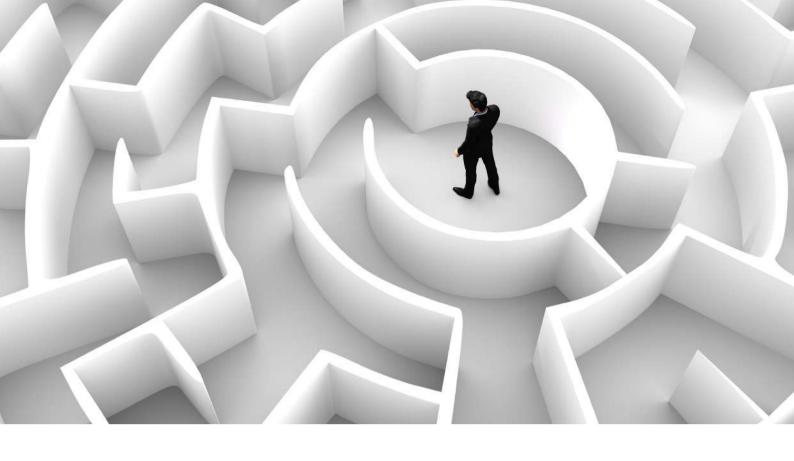
5. 13.

6. 14.

7. 15.

8. 16.

Next, think about each item relative to how critical it is in helping one of your internal clients solve anurgent problem. With that in mind, give each item one of the following labels: necessary to know (NTK) or interesting to know (ITK). Lastly, if you had to reduce the list down to the most important points for informing your internal client's decision, which three items would you keep? Circle these items. This is the kind of strategy you may have to use to reduce and laser focus large amounts of complex information that interests you as a SME, but may overwhelm your audience of laypeople.



Regardless of your current
leadership level, you are likely
fulfilling one of four functions in
your current role in the
organization: doer, SME enabler,
managing enabler, or strategist.
Which function best describes
where you are in your
organization? When you think
about the context conundrums
present in each role, what can you
do to manage these vulnerabilities
that can diminish your evident
readiness for your next-level

gnals?

Earlier, you learned how to upgrade your introduction by describing what you help people do. Designing your unique leadership brand statement takes that a step further. Start with your consumers. Who are they? What is it that they want to achieve? Next, describe what additional advantage is captured and what pain or disadvantage is avoided when you deliver. Here's the formula.

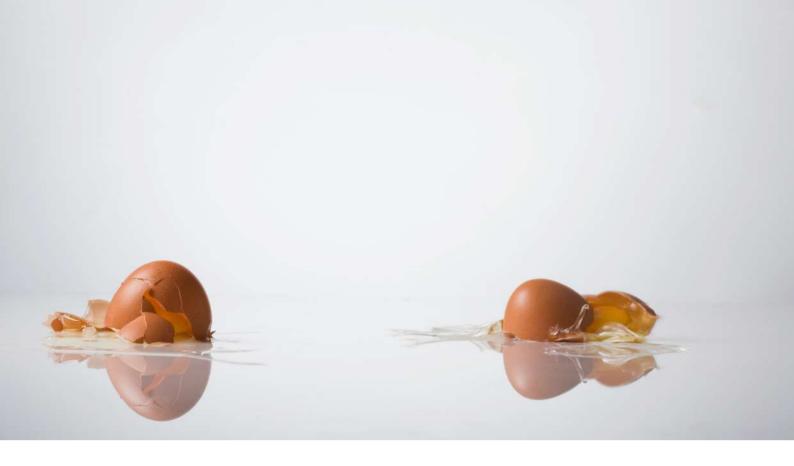
I help (who) do (a desired outcome), so that they can have (benefit/value) without (disadvantage/pain)

For example, here's what I would write:

"I help professionals and managers (who ) develop their leader-craft so they can drive great results with and through their people (a desired outcome) with confidence and competence (captured benefit/value) instead of the doubt, stress, and insecurity of going it alone (avoided disadvantage/pain)."

| I showed you my brand statement; now show me yours. |  |  |
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## STRATEGIC REFLECTION NO. 22 Think about what you promised to deliver through your Brand Statement in Strategic Reflection No. 21. Now think about an average day at work. Think about the choices you make throughout the day. What big ones are you making? What small ones are you making? To whom do you talk or neglect to talk around your office? What do you say or fail to say? Now ask: Do the choices you make, both big and small, cause the unique leadership brand you want? Do they deliver what you promise through your brand? Now that you have decided who and what you are going to be by designing a leadership brand statement, what do you need to stop doing, start doing, and continue doing to become what your brand statement says you are?



Think of a circumstance in which you behaved in a way that was contrary to your leadership brand, ultimately causing a negative outcome. What evidence indicates that your choice cost you more than you initially anticipated? If you had the decision to make over again, knowing what it would ultimately cost your brand, what would you have chosen instead?

| In the space provided, write down the leadership position to which you aspire. Be detailed. Itemize which people the role impacts and how it adds value. Describe the scope of the influence it will have. Discuss its visibility and the gravitas required for it. Will it require you to lead self, others, the business, or a combination? What does the role have to be accountable for? And to whom? | Now think about your current leadership profile. How much visibility and gravitas do you currently have? What is the most frequent object of your leadership's impact? How willing are you to share successes with a large number of people? How ready are you to absorb the risk or failures, although those failures may not be your own? | Lay the role you want beside the leadership profile you currently have If your leadership profile remains exactly as it is how realistic is your expectation to be a viable candidate for that next-level role? |
|---|---|---|
|   |   |   |

# IN CLOSING

Leader, know this: what you want is achievable, but you must choose to do what leaders do. You must choose to do it out loud and beyond the safety of wishful thinking and your comfort zone. My hope for you is that you choose it. I hope you choose leadership. I hope you choose to be the leader you've always been.

-Damaris Patterson Price Unlock Your Leadership

