

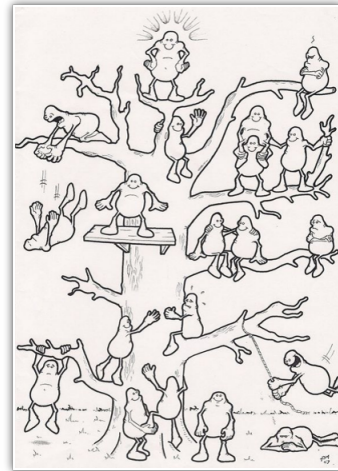
CHANGE EXHAUSTION - LEADING IN 2021

Where are you today?

Why?



Understanding where we are today, can help you lead into tomorrow.



WHOLEHEARTED LEADERSHIP

-BRENE BROWN

What guidepost is most challenging for you?

What guidepost do you feel you excel the most in?

>> BRENE BROWN'S <<
10 GUIDEPOSTS FOR WHOLEHEARTED LIVING

| | | |
|--|----|--|
| CULTIVATING AUTHENTICITY | 1 | LETTING GO OF WHAT OTHER PEOPLE THINK |
| CULTIVATING SELF-COMPASSION | 2 | LETTING GO OF PERFECTIONISM |
| CULTIVATING YOUR RESILIENT SPIRIT | 3 | LETTING GO OF NUMBING AND POWERLESSNESS |
| CULTIVATING GRATITUDE AND JOY | 4 | LETTING GO OF SCARCITY AND FEAR OF THE DARK |
| CULTIVATING INTUITION AND TRUSTING FAITH | 5 | LETTING GO OF THE NEED FOR CERTAINTY |
| CULTIVATING CREATIVITY | 6 | LETTING GO OF COMPARISON |
| CULTIVATING PLAY AND REST | 7 | LETTING GO OF EXHAUSTION AS A STATUS SYMBOL AND PRODUCTIVITY AS SELF-WORTH |
| CULTIVATING CALM AND STILLNESS | 8 | LETTING GO OF ANXIETY AS A LIFESTYLE |
| CULTIVATING MEANINGFUL WORK | 9 | LETTING GO OF SELF-DOUBT AND "SUPPOSED-TO" |
| CULTIVATING LAUGHTER, SONG, AND DANCE | 10 | LETTING GO OF "COOL" AND ALWAYS IN CONTROL |

SWITCH

-DAN & CHIP HEATH



Direct the Rider

Follow the Bright Spots

Investigate what's working and clone it

Script the Critical Moves

Don't think big picture, think in terms of specific behaviors

Point to the Destination

Change is easier when you know where you're going and why it's worth it

Motivate the Elephant

Find the Feeling

Knowing something isn't enough to cause change. Make people feel something.

Shrink the Change

Break down the change until it no longer spooks the Elephant.

Grow your People

Cultivate a sense of identity and instill the growth mindset.

Shape the Path

Tweak the Environment

When the situation changes, the behavior changes. So change the situation.

Build Habits

When Behavior is habitual, it's "free" - it doesn't tax the Rider. Look for ways to encourage habits.

Rally the Herd

Behavior is contagious. Help it Spread.

INTERESTING RESOURCES

Harvard Business Reviews

How to Lead When Your Team Is Exhausted — and You Are, Too

by Merete Wedell-Wedellsborg

<https://hbr.org/2020/12/how-to-lead-when-your-team-is-exhausted-and-you-are-too>

Why Transformation Efforts Fail

Kotter, J. P. (1995). Leading change: Why transformation efforts fail. HBR.

https://eoeleadership.hee.nhs.uk/sites/default/files/leading_change_why_transformation_efforts_fail.pdf

What Leaders Really Do

Kotter, J. P. (1990). What leaders really do. HBR. [H]

https://www.ndti.org.uk/uploads/files/HBR_What-Leaders-Really-Do.pdf

How Great Companies Think Differently

Kanter, R. M. (2011). How great companies think differently. HBR.

What's Needed Next: A Culture of Candor

OToole, J., & Bennis, W. (2009). What's needed next: A culture of candor. HBR.

Google Oxygen Project

Garvin, D. A., Wagonfeld, A. B., & Kind, L. (2013). Google's Project Oxygen: Do Managers Matter?. Harvard Business School publishing corporation.

http://www.academia.edu/download/34565894/Change_Management_GOOGLE_OXYGEN_PROJECT_TEXT.pdf

Change Management Needs to Change

Ashkenas, R. (2013). Change management needs to change. Harvard Business Review, 16(April).

<https://hbr.org/2013/04/change-management-needs-to-cha>

The Most Important Leadership Competencies

Giles, S. (2016). The most important leadership competencies, according to leaders around the world. Harvard Business Review, 1-6.

<https://hbr.org/2016/03/the-most-important-leadership-competencies-according-to-leaders-around-the-world>

TED Talks

TED: 5 Ways to Lead in an Era of Constant Change | Jim Hemerling

https://www.ted.com/talks/jim_hemerling_5_ways_to_lead_in_an_era_of_constant_change?language=en

TED: Are We in Control of Our Own Decisions | Dan Ariely

https://www.ted.com/talks/dan_ariely_asks_are_we_in_control_of_our_own_decisions.htmlwe

TED: What makes us feel good about our work? | Dan Ariely

<https://www.youtube.com/watch?v=5aH2Ppjcho>

TED: Build a Tower, Build a Team | Tom Wujec

https://www.ted.com/talks/tom_wujec_build_a_tower

Other Links

Leaders Eat Last- Simon Sinek

Book Summary by Paul Minors

<https://paulminors.com/leaders-eat-last-book-summary-pdf/>

Good to Great- Jim Collins

Book Summary by Paul Minors

<https://paulminors.com/good-to-great-jim-collins-book-summary-pdf/>

Here's How You Really Go From Good to Great: Lessons from Jim Collins

<https://www.impactbnd.com/blog/traits-of-great-companies-jim-collins-good-to-great>

An Actionable Guide to Whole Hearted Living

Patrick Buggy

<https://mindfulambition.net/wholehearted-living/>

Renewing Authenticity

How to Cultivate Beginner's Mind for a Fresh Perspective

<https://mindfulambition.net/beginners-mind/>

Talk Like TED- Carmine Gallo

Book Summary by Lifehack

<https://www.youtube.com/watch?v=OQG-dBEtw98>

