

The following material has recently been used to great success with management and leadership teams. If you'd like to learn more, please review our Programs and contact us at www.leadershiptransformationgroup.com



A New Paradigm for Time Management: Leadership from Within

Executives, managers, and supervisors who take this training arrive at a powerful realization by now—as much as we want to change, it is very hard to do so. The various skills needed to improve our work and personal lives that people embrace during a session are underutilized soon after. ***This is not because people are lazy or indifferent to the work.*** It is because changing our habits each and every day, consistently, even when they are “added-in” to our routines, is extraordinarily hard to do. We see that’s why it is so hard to change our employees: because it is so hard to change ourselves!

Most people define effectiveness at work in terms of *results*. Results are certainly important—without them the agency could not guarantee a good service plan for each child under your care. However, because results are more easily quantified, their focus is on the *work* associated with them: the *skills* needed to become better at your job, the *management techniques* to improve productivity, the *plans* on how to organize the job and get things done.

However, if this were all there were to effectiveness, then training would happen far more rarely than it does. Most consultants would be out of work or underemployed. The information acquired from each training session, rather than being ignored as soon as one got back to the office, would be immediately put to use. We all know this does not happen. The question is: *Why?*

Imagine personal and organizational change as a huge iceberg on the ocean. At the surface level—the one we can observe—it is certainly large, even colossal. One’s work certainly looks like that—too much to do every day, so many tasks not done by the time you leave—it’s too much as it is! That is

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why the thought of most training is always initially one of resistance: “Oh no I have something else to do!” Looked at from the vantage point of yet another set of tasks, training—and the change it requires—is just too much to ask.

To really be effective in changing how you manage your time and approach your work, there in fact must be a different paradigm—a different model entirely. For beneath the surface waters on which the iceberg—your work—swims is the largest part of the iceberg itself—(*the internal effort necessary to change the way in which you lead and direct your life.*) This deeper level of effectiveness—Leadership from Within—is not only concerned about results but about *how well you develop and maintain your capacity to produce as effectively as possible for as long as you desire.*

Leadership from Within requires the far more demanding internal effort to assess and build upon your:

- Quality relationships with others
- Emotional stability and “centeredness”
- Your values and ethics
- Your *ongoing* skill development
- Your mental acuity—quickness and openness to learn new things.
- Your physical and spiritual well being

Leadership from Within is a new model of management that goes beyond past models in that it seeks to diminish the pressure and strains surrounding the daily and weekly flow of your work. It will help you melt “the tip of the iceberg” of the “daily grind” by increasing the effectiveness of your (***internal effort.*** *Leadership from Within seeks to balance the demands for results with awareness of how best to marshal yourself and those with whom you work to achieve desired results.*)

As we have demonstrated throughout this training, you must learn management skills to be effective externally in responding to crisis cases, work flow demands, and staff development of your unit. At the same time, it is your personal and professional responsibility to cultivate your internal capacity to lead from a centered and affirming point of view that inspires others and

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motivates you to always do premium work. In short, we are creating a new approach to time management by joining effective management skills with Leadership from Within.

To reiterate: management focuses on results: outcomes, quotas, targets and timetables. Its effectiveness depends on the skills, planning, and knowledge necessary to get the job done. Most training relates to this dimension of your work. It is highly important, of course.

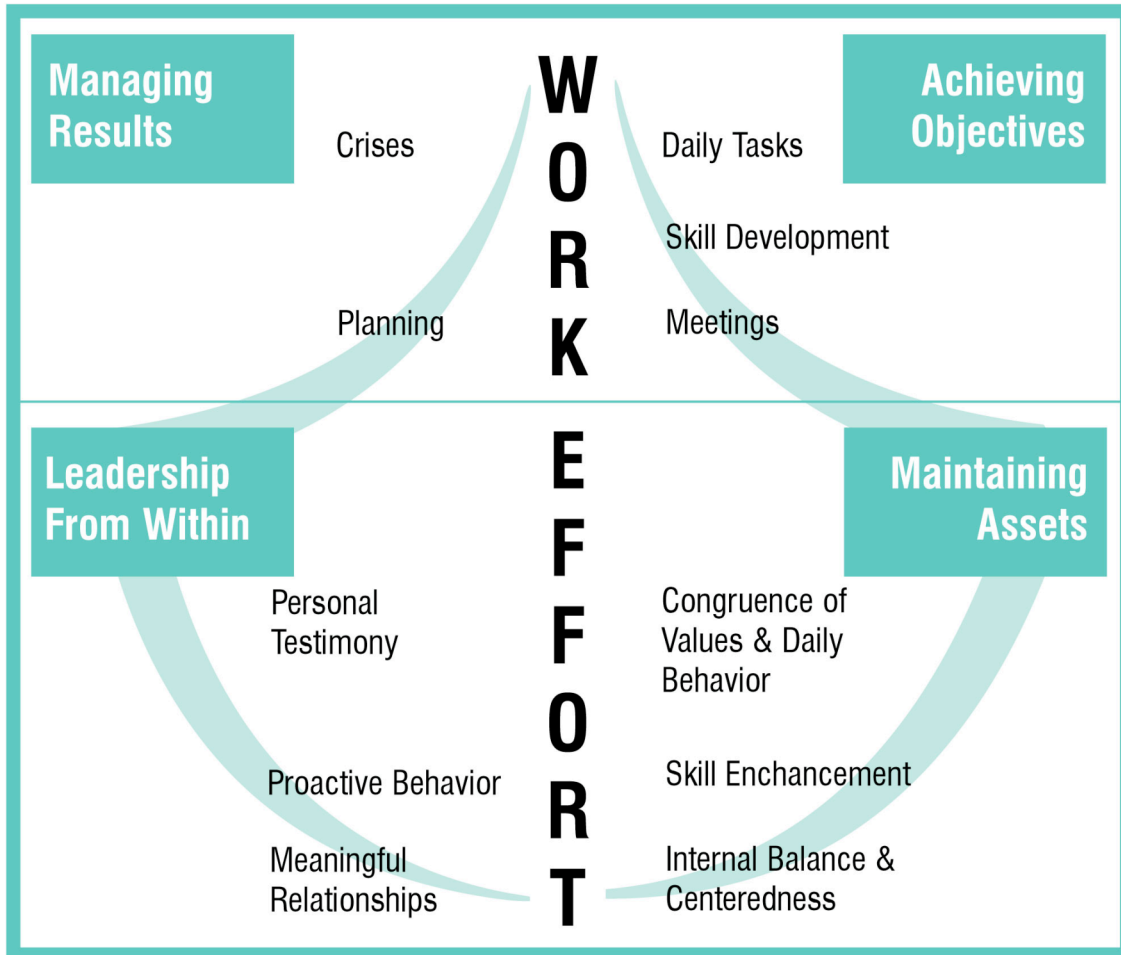
Leadership from Within focuses on the internal effort to be true to your mission: the personal and collective legacy you wish to leave your family and friends, the organization you work for and the community in which you live. On the job, its effectiveness depends on how you mobilize your inner resources towards:

- Your values and ethics
- Your personal awareness of how those values are expressed concretely as you go through your day
- The internal capacity to create a work environment that balances the time needed for your own and your staff's resource building with the organization's need to get the job done.

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Melting the Iceberg: The Internal Effort Beneath More Effective Work



The key to long-term work effectiveness and lessened crisis management lies in a person's commitment to developing the attributes associated with Leadership from Within. It is a daily, long-term process of *personal, internal change taking place alongside your units' external improvements* that leads to lasting effectiveness here at the agency and improved relationships throughout one's life.

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Melting the Iceberg: Developing Awareness of Your Own Leadership from Within

Each participant can understand how to begin melting the iceberg by looking back at what you identified earlier in this training as your *greatest talent* and your *most lasting contribution* to the agency.

This combination of *skill* and *impact* speaks to the *legacy* a person is building—what you feel you will be most remembered for. The ability to be an effective leader is enhanced by creating more and more personal awareness of how those values, skills and contributions are given expression in what you do on the job, with others, every day.

Developing awareness of your Leadership from Within requires a lot of internal effort—spending internal energy and attention to how you are actually acting. You must consistently ask yourself the following question: “Am I behaving or performing in a way that is truly consistent with what I would like to believe about myself?”

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EXERCISE

Instructions: Individually, please respond to the following questions. Afterwards, and in your assigned groups, discuss the difficulty you had in trying to do them.

1. Do I treat people with the respect I believe all people should be treated? Did I just do so with my colleague who just phoned?

2. Do I always work to the highest standards? Did I do so on that important project I handed in yesterday?

3. Did I share the success when we met our last time line quotas? Did I Allow other coworkers to get a chance to demonstrate what they contributed?

4. Can I hear about my mistakes? Can others below or equal to me in my Department, offer constructive criticism without me going into “flight” or fight.”

5. When was the last time I took someone else’s advice? On what?
