Present Leadership: Executive Development

Leadership is no longer just about you.

Introduction

Leadership is no longer just about you. Today we evaluate our performance as leaders based on how we are experienced by the people we lead. How we are experienced by our team boils down to our presence.

Theory

When leaders are present for their relationships, they have the potential to stay engaged and empathically attuned despite or because of the complexity of their own thoughts and feelings, as well those of others. The stress of the challenges they face, as well as those of their team members, functions to build coherence and cohesion. This shared experience teaches them who and what they are when they unify their efforts toward success.

Begin

Questions

- How do you carry yourself under pressure?
- What are your points of failure as a leader?
- Can you communicate strategy as a co-determined process, or does it have to be your way?
- Do you trust your team? And as a result, do they trust you?

Quotes

- "This is the greatest gift you can give another human being:
  pure attention." - Eckhart Tolle @ Wisdom 2.0
- "Eckhart Tolle says that when we bring awareness to a previous unconscious pattern, the energy released from that transmutes into Presence. Our actions are then infused with something deeper."
- "The ability to be present in each moment is nothing more and nothing less than the ability to accept the vulnerability, discomfort, and anxiety of everyday life."-HHDL

The Foundation

1. Executive Presence
- When leaders are present for their relationships, they have the potential to stay engaged and empathically attuned in spite of or because of the complexity of their own thoughts and feelings, as well those of others. The stress of the challenges they face as team members functions to build coherence and cohesion. This shared

experience teaches them who and what they are when they unify their efforts toward success.[1]

2. Resiliency

- In the changing demands on leadership, in all industries, leaders consistently approach a limit to their thinking, understanding, behavioral choices and finally decision making. Resiliency is a trainable skill that allows a leader to refresh and emerge with an open, yet directed mind, with expanded choice and decision-making capability.[2]

3. Cultural Development

- Leaders exist in the context of their organization. What happens to the leader directly impacts everyone in the organization. Developing leadership today means cultivating the organizational culture. Leaders set the mood of the organization every day through their engagement with others.[3]

4. Hosting Ambiguity

- Developing and increasing a leader's capacity for ambiguity is essential in the changing landscape of business. Being able to "host" ambiguity allows for a good measure of complexity and even competing dynamics to be held in consciousness without a pressing need to resolve or conclude. This, keeping open to the question, allows for the emergence of new possibility. [4]

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[1] "Executive presence is a relatively new leadership concept. It is a must for CXOs as well as their direct reports. Executive presence is more than charisma; it shows up in how leaders trust and are trusted, how leaders communicate, how leaders develop strategy, and how leaders carry themselves under pressure. Executive presence can be developed through thoughtful and actionable development." - Leslie Mizerak, Lead Coach Mentor, LLC

[2] "Over the past decade, the pace of change and the growing complexity of the business environment has increased dramatically. Leaders often find themselves overworked and overwhelmed in response to these challenges. Building up their resilience is an essential skill set. Resilient leaders are able to manage personal and organizational anxiety effectively and exude calm and confidence." - Irvine Nugent, Sonos Leadership

[3] "Since 2014. the word "culture" has been a top trending word on Merriam-Webster.com. People are looking for bigger purpose, more involvement in communities, excitement to walk through the doors, and something to be proud of. Leaders have to have the skill of creating culture, maintaining it, and growing it. Check out Zappos for an example. They have a "culture book" called *The Fool Rules*. " - MaryAnne Gillespie, Red Apple Coaching

[4] "Rapidly increasing rates of change and growing complexity has made navigating ambiguity essential in leadership. We've begun to see disruptive change in all directions, and leaders must be agile to navigate the

5. Versatile Skills

- The greater the leader's experience and the more dynamic their tool kit, the more prepared they are to deal with the unexpected. These trainings help them become confident with their current skills, resurrect forgotten ones, develop new ones. We can define these skill trainings for each executive member. Some examples: functional agreements, setting expectations, deep listening, empathic attunement, anchoring, pacing, framing, engaged dialogue, hosting, holding the form, mirroring, witnessing, self-reflection, mindfulness, transitioning, respectful silence.[5]

6. Multigenerational Development

- Diversity invites us to embrace the change within ourselves that is necessary to authentically engage with all people. It is inevitable that all leaders function with a degree of bias. Learn what you don't know. It is in our exchange with others that we have an opportunity to realize more deeply who we are as leaders.[6]

7. Collaboration

- We now live in an interdependent economy in which individual success depends upon ensuring that your business partners are also successful: across departments, sectors and industries. The acumen to sustain deep rapport is supported by clearing bias and developing dynamic communication skills. How we lead is determined by who will follow.[7]
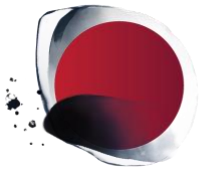
8. Emotional Intelligence

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ambiguity and stay competitive. Leaders who can remain calm and relaxed and continue to inspire their teams in the face of increasing complexity give their companies a tremendous advantage.   - Rey Castellanos, Feed Your Wolf "

[5] "Versatility across multiple areas of business is proving to be a coveted leadership trait, especially within the C-suite. Gone are the days of singular expertise; businesses covet skill diversity now. The greater the exposure to various job functions, the better leaders can navigate the ever-evolving world of business, climb the career ladder, and take the helm."   - Adrienne Tom, CERM, CPRW, MCRS, Career Impressions

[6] "It is now the norm for organizations to have employees ranging from age 16 to 75. And while this scenario is commonplace, managing a multigenerational workforce is quite a challenge. Leaders must be versed in helping employees examine generational stereotypes about their coworkers. Leaders will also be forced to extinguish their own preconceived notions on how to effectively lead a diverse team."   - Linette Montae, Profitable CEO

[7] "Because of the increased level of interconnection across boundaries and disaggregation (outsourcing), many problems can only be solved by working across functions and companies. Leaders must know when to collaborate, and how demonstrate the skills required — including clear communication and interpersonal skills when working with others who may have different agendas and perspectives. " - Maureen Metcalf, Metcalf & Associates, Inc

- Effective leadership requires the moment-to-moment ability to register and respond freely to the thoughts and feelings of others, as well as your own thoughts and feelings. A leader who is emotionally intelligent can attune herself, holding and managing the process of authentic relationship and communication while also directing the agenda, tasks and program at hand.[8]

9. Social Media Understanding and Presence
- Our presence online and the way we utilize ourselves and others is a fractal of how we behave in all of our connections to individuals, groups, organizations and community. Increasingly, our media is a mirror to our thinking, hearts and souls. Mindfulness of how we hold and are held by others is as important online as it is in face-to-face encounters.[9]

10. Authenticity
- Authentic relationships ensure results. There are times, every day, when you have to be able to calibrate your availability to your team, organization or network with confidence. As a leader, you regulate the reciprocal engagement with others on both a professional and personal level. You are the one who has the responsibility to make sure that it serves the agenda at hand and does not devolve due to personal limitations.[10]

11. Capacity to Hold Critical Conversations
- Present leadership means just that: staying present for what is emerging in your leadership, even if it causes discomfort. Challenging conversations are absolutely

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[8] "EI is a new sought-after leadership skill. EI is the ability to be in tune with your own emotions and the emotions of others. All businesses involve some form of communication and relationship management. EI gives us the ability to regulate our emotions and understand one another, thereby bringing out the best in each other and the best possible outcome for the organization." - Gia Ganesh, Gia Ganesh Coaching

[9] "Demonstrating restraint, kindness, professionalism and moderation online never used to be a leadership requirement, but I believe it may be one of our most important to set an example at work, at home, and to others who watch what we say and do. Now more than ever, the lines are blurred between our social and professional selves." - John O'Connor, Career Pro Inc.

[10] "Leaders used to be able to keep a distance from the masses. Today, confidence and belief in leadership is directly correlated to engagement, productivity and retention. Authenticity is about connecting to all levels of your team, personally and professionally. Access to leadership has been a trend in organizations. Leaders now need to let people see the person behind the curtain, not just the position. - Michelle Tillis Lederman, Executive Essentials "
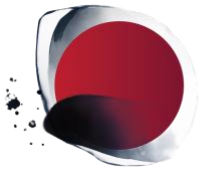
necessary and are often the threshold through which we step into greater impact on those we lead, higher levels of morale, retention and significant deepening of trust.[11]

12. Leadership in Virtual Teams

- There is a science to engaging and connecting with people through technology. Time zones and distance no longer separate us nor prevents us from communicating in real time. Learn to develop and sustain authentic communication utilizing the current technology to support you at the highest level.[12]

13. Interdependent Leadership

- How we lead, who we lead, when we lead depends always on the interdependent reality of working with other people. If we are not connected, we are alone. Leaders are dependent on the information they receive from the people they lead. The messages, emotions, behaviors, strategies, tactics and outcomes all depend on recognizing that if we are to succeed, we only do so together.[13]

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Image (search "Deers") courtesy of: Yuya Yoshioka @superyuyakun

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[11] "The ability to engage in crucial conversations, absent from the pervasive authoritarian leadership style of the past, is now recognized as an essential leadership skill. Because emotionally charged conversations can get messy, some leaders still prefer to avoid them, which creates a gap in leadership and can significantly impact employee morale, retention, and the company's bottom line." - Jody Michael, Jody Michael Associates

[12] "Hiring professionals, then turning them into a team, has always been a challenge. It's even tougher when those people will never be in the same room. Yet, it's not just global businesses that have non-employee team members in different time zones. Now, even local or micro businesses commonly have remote teams of bookkeepers, VAs, SEO specialists and others. They need people who lead virtually. " - Shauna C. Bryce, Bryce Legal Career Counsel

[13] "In Many organizations, management teams do not know ow to co-create with their employees. If you want engaged teams, you need to empower team members and be in a position to create change with them instead of for them. The trouble is people do not take time to experience the growing pains associated with learning to collaborate. Co-creative leaders get engaged teams and better results." - Steffan Surdek, Pyxis Technologies

The Tim Dukes Method provides an opportunity for self-reflective individuals to cultivate the capacity to receive into consciousness hidden aspects of the self, claiming your unique gifts – ensuring that today's brilliance successfully transitions into tomorrow's wisdom. The Tim Dukes Method is designed and implemented by Dr. Timothy Dukes for determined creatives to ensure long-term viability — as a continuing investment in the well-being of yourself, family, organizations, culture, society, and the Earth itself.