

The Mindset of a Leader – Part 1

Toolbox Teleclass Transcription

By Debra Russell



Professional Program

**Track 5: Be the Captain of Your Career: The
Artist As Business Owner, Leader, and
Entrepreneur**



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Christopher Howard's Assumptions for Empowered Leadership

C.R.E.A.T.E.S. Y.O.U.R. C.H.O.I.C.E.S.

C Calibrate on behavior – actions speak louder than words

R Respect the other person's model of the world

E Ecology of outcomes must be considered and evaluated

A Accept people; change behaviors

T Territory is represented by the map; just as reality is represented by the mind.

E Everyone is doing the best they can with the resources they have available

S Signs of resistance are due to a lack of rapport

Y You are in charge of your mind, and therefore your results

O Only feedback – no failure; therefore, utilize everything

U Unresourceful people don't exist, only unresourceful states

R Responses are the best way to evaluate the effectiveness of your communication

C Change occurring on the unconscious level is pervasive and creates long-lasting results.

H Having a mission, vision and goals determines your focus, therefore your results

O Outcomes are determined by expectations

I If you help enough people get what they want most, you will get what you want most

C Choice is a desired condition, so design processes to gain more choices, not fewer

E Ecological framework always increases wholeness

S Situational behavioral flexibility increases effectiveness



INTRODUCTION

Welcome to the July--oh no, it's not right. Oh, yes--2009. I'm getting a terrible echo. Is anyone else on the call?

Okay.

Welcome to the August 2009, Toolbox Teleclass. Welcome, who's joined me?

Vicky: Vicky.

Debra: Hey, Vicky!

Vicky: Hi.

Debra: Hi. Long time. I was just getting started announcing. So it is the August 2009 Toolbox Teleclass, the Mindset of a Leader (Part 1).

So and I thought I heard someone else beep in. Is there anyone else on the line?

Vicky: I tried, and I didn't hear anything so I called back in.

Debra: Oh that's because I was turning on the recording.

Vicky: Okay.

Debra: So, alright. Well, very cool.

So I'm going to jump right in. I am expecting one or two other people to chime in so hopefully they'll join us when we get to the discussion part. I would like this to be as much of a discussion as it is, you know, lecture.

And in fact, that's the first thing I want to tell everybody who's listening to this as a recording and I know a lot of you guys do that, you know, download the call the next day or the next week and listen to the recording.

MESSAGE TO FOLKS LISTENING TO RECORDING

BE ACTIVE IN YOUR LISTENING.

I want you to be active in your listening, and so what we're going to be doing tonight we're going to be going through some various statements of assumptions, and I'll explain that in a minute.



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LISTEN TO ONE ASSUMPTION AND PAUSE THE TAPE AND WRITE ABOUT WHAT YOU NOTICE – POST IT AS A COMMENT

But I want you to listen to it, pause the tape, write about what you noticed, post what you write as a comment on the call or post it to the Yahoo group. I'd really like there to be a discussion within the membership about the concept of the mindset of a leader.

USE THE COMMENTS AND ALSO THE YAHOO LIST SERVE TO EXPLORE AND DISCUSS THESE ASSUMPTIONS WITH EACH OTHER.

And this is a 3-part class. There are actually 18 topics I'm going to talk about. I'm going to talk about the first 6 tonight. So be active in your listening and then comment about it, so that we can really have a discussion among the membership about what it means to have the mindset of a leader.

WHAT IS MY SOURCE?

The...first of all, I want to talk about what my source is for this material.

CHRISTOPHER HOWARD IS A BEST-SELLING AUTHOR, PROMINENT SPEAKER AND THE OWNER OF CHRISTOPHER HOWARD TRAINING. FOR OVER A DECADE, CHRIS HAS RESEARCHED THE SUCCESS STRATEGIES OF THE WORLD'S GREATEST BUSINESS, PHILANTHROPIC AND SPIRITUAL MINDS. AND HE FOUND THAT THEY SEEM TO HAVE THESE ASSUMPTIONS IN COMMON.

Last year, some of you know I got certified as an NLP in Hypnosis by a guy named Christopher Howard and Christopher Howard Training.

And Christopher Howard is the best-selling author, prominent speaker, and the owner of Christopher Howard Training, and for over a decade, Chris has researched the Success Strategies of the World's Greatest Business Philanthropic and Spiritual Minds.

HE HAS GIVEN US 18 ASSUMPTIONS TO WORK WITH – WE'LL DEAL WITH 6 IN EACH OF 3 CLASSES.

And he found that they seem to have these assumptions that we're going to talk about tonight and in over the next three classes, that they have these assumptions in common, and so he was able to kind of pull out what those primary assumptions are, and he's given us 18 assumptions to work with and we're going to be talking about 6 in each of 3 classes.

WHAT IS AN ASSUMPTION?

So first of all what is an assumption? And hopefully, you have downloaded and printed out the Christopher Howard's Assumptions of Empowered Leadership so that you have that to look at, but what is an assumption?



SOMETHING TAKEN FOR GRANTED; A PRESUPPOSITION

Assumption is something taken for granted. It's presupposition. It is something that you are coming to the table with.

A BELIEF OR THOUGHT THAT YOU BELIEVE WITHOUT QUESTION

And the way I look at it is as a belief or thought that you believe without question, and we all know how disturbing it is when our assumption turns out to not be the case or there being exception, because our assumptions, they're like the wallpaper of our minds. They are just what we believe without question.

WHY DO WE CARE?

So why do we care about these assumptions?

IT IS THE FILTER THROUGH WHICH WE INTERPRET OUR WORLD

Well, our assumptions are the filters through which we interpret our world.

IT IS THE FOUNDATION FROM WHICH WE MAKE DECISIONS, TAKE ACTION

It's the foundation from which we make decisions and take action.

IT UNDERLIES OUR VIEW OF THE WORLD AND ALSO OUR VIEW OF OURSELVES AND OUR PLACE IN THE WORLD

And it underlies our view of the world, and also, our view of ourselves and our place in the world.

Very often when we do something that we don't understand, well, where did that choice come from? If you dig deep enough, there is an assumption underlying that.

So, hey Vicky? Did you mute yourself? Because I'm hearing a lot of...Hello? Okay, that was interesting.

Vicky: Yes. Yes, I did.

Debra: Oh, okay, because I'm hearing you now, but then I was hearing a lot of background noise.

Vicky: Okay, I'll mute it again hopefully it'll work.

Debra: Okay. That's so interesting because every time you go to muted it turns on music in the background. This is going to be a very interesting call for people listening to the recording. Okay, interesting technical things going on.



IN ORDER TO HAVE THE MINDSET OF A LEADER – YOU MUST TAKE ON THE ASSUMPTIONS OF A LEADER

Okay, so in order for you to have the mindset of a leader you want to take on the assumption of a leader, because it is those assumptions that will inform your mindset from moment to moment.

WHAT IS THE PROCESS?

So what we're going to be doing is a process, and this is the way this is going to work.

READ THE 6 ASSUMPTIONS

I'm going to read through all 6 assumptions.

GO THROUGH THEM ONE AT A TIME – WE HAVE ABOUT 7 MINUTES FOR EACH ONE
And then we're going to go through them one at a time. We probably (when I break down) have about 7 minutes for each one.

LISTEN AND READ THE ASSUMPTION

So the way that's going to work is (and also for you guys listening to the recording, this is what I want you to be doing at home), hear what the assumption is, listen to it.

What do you think it means?

Decide what it is you think it means? What exactly are you assuming?

DECIDE WHETHER IT IS SOMETHING YOU ASSUME – OR IF IT ISN'T, WHAT ARE YOU ASSUMING INSTEAD?

Decide whether it is something that you already assumed or if it isn't, what do you think you're assuming instead?

IMAGINE IF IT WERE AN ASSUMPTION OF YOURS – HOW WOULD YOU BE DIFFERENT?

And then imagine if it were an assumption of yours, how would you be different?

What would you be thinking/feeling differently

What would you be thinking/feeling differently?

How would you behave differently?

How would you behave differently?

What new choices or options would it create for you?

What new choices or options would having or holding these assumptions create for you? So that's kind of what I want you to be looking at for each assumption.



So I'm going to read through all 6, and then, Vicky, you should feel free to take yourself off mute, and then we can have a conversation about them. Hopefully other people will be binging in as well.

RUN THE PROCESS

So the first assumption is Calibrate on Behavior – Actions speak louder than words.

The second is Respect the other person's model of the world.

The third is Ecology of outcomes must be considered and evaluated.

Fourth assumptions we're looking at tonight is Accept people, change behaviors.

The fifth is Territory is represented by the map just as reality is represented by the mind.

And finally, Everyone is doing the best they can with the resources they have available to them.

So, Vicky, if you want to take yourself back off mute that would be great.

CALIBRATE ON BEHAVIOR – ACTIONS SPEAK LOUDER THAN WORDS

We're going to be talking about this first one: Calibrate on Behavior - Actions speak louder than words.

So calibrate meaning measure or adjusts your measurements based on behavior, because actions speak louder than words. We've all heard that "actions speak louder than words" but...Vicky, are you off?

Vicky: I think I'm here. Can you hear me?

Debra: Oh yes. I Can!

Vicky: Okay.

Debra: Great. Has anyone else joined us?

Okay, so calibrate on behavior – actions speak louder than words, what do think of that or what does that mean to you?

Vicky: Well, what does that mean to me in general? You know, can say I'm going to do this or you can someone else say they'll do something or say that how good they are or I can say how great I am, but it's what you do that really matters. not, you know, all you talked



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about. Someone else says they're going to do something and they don't do it. Well, then you're going to trust their actions, which is they're not reliable.

Debra: Yeah, and I think...yeah exactly, and I think that for me what it means is that I always listen more closely to people's behavior than I listen to their words or I listen to their words, and then I watch what they do and I compare the two and see, you know, where they match and where the gap is.

And I think it's not just about do I trust some or do I not trust some, because I don't think of it quite so blanket. Someone is either on the bus or off the bus, right? I look at what can I trust them with or what can I trust them to do or who can I trust them to be?

So I may have someone who I trust in business, but I don't trust in my personal life or I may have someone who I trust in my personal life, but I don't trust in business or I may have someone who I'll trust to, you know, go out to the movies with, but I wouldn't tell my closest secrets to, right?

So I was kind of thinking of people as being, you know, at different levels of intimacy, and mostly based on what I've seen them do or for a period of time. So that's kind of how I look at it.

What is it...this is definitely something I assumed, but it is not something that I've always assumed. It's something that I've learned over time. I think when I was young, I really, I wanted to trust everybody. I wanted to believe that what they said would be true, and that's what, you know, that people would do. What they said and I learned every time to not only not necessarily trust what they say, but watch what they do. I also learned not to get attached to what they say, so that my feelings weren't hurt if they didn't keep, you know, if they didn't follow through. So I didn't invest a lot in what people said. I invested a lot in what they did. Does that make sense?

Vicky: Yes.

Debra: Yeah. I definitely think this is something I assumed, but I think it's something that I really had to learn over time. What do you think?

Vicky: Well, you know, it depends on a person's trust issue and what it has to do with. If it's got to do with something that's very important or something that's mildly important, so I...and yes, we have to learn about trust, because as a child, I think you do trust everybody, and then you grow up and then you find out who you can trust or who you can't and what with. So then you learn to discriminate.

Debra: So do you think this is something that you're already assuming this calibrates on behavior – actions speak louder than words?

Vicky: Yes, certainly in the music business. People like to talk and impress you and say they're going to do this and this, and then, I just look at them and I say, "Okay, I'll wait. I'll



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wait to see, you know..." In my mind, I say...I say I'll wait to see if that's true or if you're just talking, and so for the most part, it's just talk.

Debra: Well, I think...and I think it's not just in the music business. I think, you know, I have this experience when I go into a store, you know, or you go into like Macy's or whatever, and their salesperson says, "Well, if you need anything just call," and some salespeople really mean that and other salespeople, if you dare to actually ask them for a different size, they'll be like, "Oh, my god!" even though they always say that, because they, you know, are working on commission or whatever, but yeah, so it's really...I think it's everywhere. That's interesting.

So how do you think it affects your behavior to make these assumptions?

Vicky: To make this assumption?

Debra: Yep. Calibrate on behavior – actions speak louder than words. How does living with that as an assumption affect behavior?

Vicky: I think sometimes they can make for me, sometimes they can make me actually expect that a person is not necessarily going to follow through, and I actually think it could be a negative way of thinking and...

Debra: Ah, that's interesting because you're not...but then you're not then calibrating on their behavior. You're calibrating on your expectations of their behavior.

Vicky: Or my past experience of other people's behavior, so then I'm...So anyway, sometimes I don't feel like I even wait to see their behavior.

Debra: So. this isn't necessarily something you're really assuming.

Vicky: Right.

Debra: So think that that's a really key distinction, because we've been so far talking about completely just trusting their words, but then you're talking about the opposite, which is just not trusting words. So the assumption is that they won't do what they say they will do.

Vicky: To protect myself from disappointment.

Debra: Right. To protect yourself from disappointment; whereas, really truly assuming that I calibrate on behavior – actions speak louder than words is that. I'm open to see what you do, and then I'll make my judgment based on that.

Vicky: Right. But I still feel like I have been negative, even if I'm doing what you just said...the last part, that I feel like I still have a negative past about it, so I feel doubtful and I think that can actually influence.



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Debra: So how would you behave differently if you truly calibrated on this individual behavior in this moment and time? I'm just going to let that sink, because I want to move on to the next thing.

It's an interesting conversation, because we interpret things differently depending on, you know, our filters and what we're coming to the table with. So that's why I think it's so worth really having a conversation about each of these things. So very close.

RESPECT THE OTHER PERSON'S MODEL OF THE WORLD

So the next one is respect the other person's model of the world. So what do we think that means? Respect the other person's model of the world? And I have to tell you right up front, I had a real problem with this one, because I mean...okay, what if the other person's a terrorist? Do I have to respect their model of the world?

You know, or what if this is a person who is unethical or beats their children or is out to hurt me? Do I have to respect the other person's model of the world?

So I have to say I have a real hard time with this one, and you know, I think it means respecting the other person's model of the world really, you know, means that they have the option to believe whatever they choose to believe, and I don't necessarily have to agree with what they believe in order to give them the right to believe it.

And I think that's kind of the essence of the first amendment, which is that, you know, I don't have to believe what you say, but I do believe that you have the right to say what you want to say.

So I guess that's kind of where I go with this. Respect the other person's model of the world is the same as respecting their right to have that model of the world, even if I don't agree with it. What does it mean to you?

Vicky: The same thing that you said, just that to allow people to have their beliefs, not necessarily agree with them, and protect yourself if it's something that's going to endanger you, but still which it's always a challenge for me if I feel strongly against something, then it's hard for me not to start to argue. I'll walk away before I'll argue about it, but it's challenging.

Debra: Yeah, I think it's really challenging, and how do I, in the midst of a conversation with someone who believes significantly differently than I believe, how do I operate in that conversation from a place of respect?

Vicky: The only way I would assume is to ask more about and be curious about that way of thinking and try to understand it.

Debra: Yeah.



Vicky: ...and find a perspective.

Debra: Absolutely! I think that's brilliant.

So let's talk about is this something that you assume or if it isn't, what are assuming instead? I have to say that my habit is to assume that I am right.

Vicky: Of course!

Debra: Of course! I know. No, we don't do that, do we? But also that my model of the world is the only model of the world, and you know, why don't people think or act the way I do? I don't get that, right?

So I think that this is definitely an assumption I am in process with. How about you? Is this something that you assume or if it isn't what are you assuming instead?

Vicky: I guess I always feel like, of course, my way is the best way, because that's the way that I think. So that's...I'm leaning towards my way, unless I get some amazing insight from another viewpoint. It might actually give me some new ideas...

Debra: Yeah.

Vicky: ...that I never thought of before that, feel better than mine or bigger than mine or more light than mine.

Debra: I think that this is definitely something that I have been growing into as a coach, because very often working with someone requires me to, you know, identify their model of the world, and from a place of respect, work with them on improving how they're, you know, how they're functioning without, because I can't do that if I'm dissing their model of the world. There's no communication, you know.

Vicky: I'm trying to apply it to myself as a performer. That my music will hit different people in an audience in different ways. Some people will respond to my lyrics. Some people will respond to the music or to my voice or to the guitar player, and I can't control what's happening. All I can do is give what I have and different people will respond to different things, and someone will just maybe walk away. Some people will come up and tell me I'm fantastic.

So I have to respect every person's, you know, way that they perceive it, and I'm not going to have an argument with everyone in the audience and say you have to like what I do.

Debra: That would be an interesting performance, wouldn't it? And yeah, I think also one of the ways it would affect you really holding this assumption, when you're performing as if someone doesn't like, you know, that's okay too. So it doesn't hurt your feeling.

Vicky: There is some other music for them somewhere else.



Debra: Exactly, exactly, but it also...it's nothing personal.

Vicky: Right, and sometimes that's not easy.

Debra: No. Very interesting.

I think also as far as what new choices or options it would create for you. I've actually found myself being able to be friends with people I never thought I'd be able to be friends with by kind of just holding this—respecting the other person's model of the world.

I don't think I assume it. I don't think it's to the level of wallpaper for me, you know, but I have had this experience where I'm in a conversation with someone, and I've kind of stopped myself from going loggerheads with them from, you know, going head to head with them. and to say, "Okay, wait a second, what if I just respected their model of the world? How can I have this conversation with them?"

And it does, it shift things for me, and I have actually been able to create friendships with people that I definitely would not have before. That's really interesting.

ECOLOGY OF OUTCOMES MUST BE CONSIDERED AND EVALUATED

So the next one, ecology of outcomes must be considered and evaluated. Now this one I think needs a little definition, because he's using the word 'ecology' in a way that I think most people don't use it.

DEFINITION OF ECOLOGY

So ecology of outcomes must be considered and evaluated, so I went on into the dictionary and said what is the definition of ecology?

THE RELATIONSHIP BETWEEN ORGANISMS AND THEIR ENVIRONMENT.

And it defines, "Ecology is the relationship between organisms and their environment."

THE BRANCH OF SOCIOLOGY THAT IS CONCERNED WITH STUDYING THE RELATIONSHIPS BETWEEN HUMAN GROUPS AND THEIR PHYSICAL AND SOCIAL ENVIRONMENTS. ALSO CALLED HUMAN ECOLOGY.

It also defines it as "the branch of sociology that is concerned with studying the relationships between human groups and their physical and social environments."

CHRIS CALLS IT THE STUDY OF CONSEQUENCES

So in other words, and this is Chris' definition of the word, "ecology." He defines it as a "study of consequences." So what is the consequence of those interactions? What are the consequences of outcomes? And they need to be considered and evaluated.



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Debra: So having defined that, what do you think that means? Ecology first on this one. Ecology of outcomes must be considered and evaluated. What do you think that means for you?

Vicky: Maybe you should go first. I'm still thinking about this one.

Debra: Okay, that's cool.

I think it means that when I set a goal or when I make a decision about taking an action or not taking an action, that I need to...and this is also coming from Chris, his definition of ecology is, is it good for me? Is it good for the people around me or my community? Is it good for the planet?

So is the action I'm taking, is the choice I'm taking, is the goal that I'm pursuing good for me, good for the people in my community and my world, and good for the planet?

For example, I had client. This is many years ago, not a client...a prospective client call me and say, "I'm interested in working with you. The goal that I want to work on is to have an affair." Married guy, his goal was to have an affair.

I chose not to work with him, because I didn't feel that that was good ecology. He was not in an open relationship. It would be kept secret from his wife. I thought it could have a negative effect on him, on the world around him...meaning his wife, his children, his community, and I chose not to participate in the pursuit of that outcome, because in looking at it in the bigger world, it just didn't feel right to me. It didn't feel good to me to work on that goal.

So that's what I think it means. I think it means looking at things, and as best as we can...obviously you can't predict all outcomes from a choice, but to the best of our ability or as my father would say, "It seemed like a good idea at the time."

To the best of our ability, we make choices that are good for us, good for our community, and good for the planet. That's what it means to me, what about you?

Vicky: Yeah, for the most part, yes. You're thinking that whatever reaction to take you have to think, you know, hopefully there's a positive outcome. Otherwise, why do it? And for the environment, for the community, for yourself, and I also feel like there are conflicts involved with this sometimes, like I was thinking of a conflict that I would have about this in a certain way.

In a moment...I'm taking care of my mother, and although I want to make her happy and do a million things for her, on the other hand, I'm tapped out, exhausted, and I need to take care of myself first...and when I take care of myself first, sometimes I feel guilty that I'm not taking care of her, and you know, there's this conflict going on, and so, it's hard to figure some times, you know, what action to take that is best for everybody.

Debra: Right.



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Vicky: Sometimes it feels like it can't be good for everybody at the same time, but I guess in the long run it is. So there's a lot of conflict at times with stuff like this.

Debra: Oh, I completely agree. I think this totally comes up when we think about boundaries.

Vicky: Right.

Debra: When we think about setting boundaries that...

Vicky: If you're going to do like a benefit concert, but you're exhausted, but it's for a good cause but you just can't do another free show, you know, and then it's like okay. This is going to be good for me, even though it's good for the community, you know. This is going to make me so exhausted that I'm not going to be able to sing at my next show tomorrow. It's just...so there's conflict in all of these.

Debra: Yeah. So I think, yeah absolutely. I think that that's the essence of it, and I think true leadership comes with just managing those apparent paradoxes.

One thing that I've heard said, and I'm completely blanking on where I heard this, but in looking at a paradox, very often things that appear to be paradoxes because our focus is too narrow, and if we broaden our focus so we take a larger view, paradoxes tend to work themselves out.

But I agree with you, I think that it's always a weighing of consequences, and you know, the unexpected consequences. I mean who knew, right? We don't always know what the consequences of our actions are, whether good or ill. We don't know.

You can only make the best decision you can make given the information you have at that time.

Vicky: You might not see the consequences because it might be a subtle, ripple effect that you never see.

Debra: Yep.

Vicky: ...to know if something great could come from it.

Debra: So do you think that this is something that you assume ecology of outcomes must be considered and evaluated?

Vicky: Yes.

Debra: Yeah, I think it's something that I assumed as well. I would say though that I tend to... I think I could assume it more. I think I could be more conscious of the little decisions, the little choices.



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I think I do absolutely do this on the big choices, you know. Do I go to this conference? Do I take on this client? Do I, you know, throw out this toxic waste? I mean... right? The bigger the stuff that you know, these have obvious consequences.

I think the little decisions I could be more conscious about, like you know, do I get up on time? Do I make my bed? Do I exercise today?

Vicky: Little decisions actually build up if you don't stay conscious on them.

Debra: Exactly. So I do think that this for me at least is something that is a growing edge, and it's interesting because I think I might be better at stuff if I took these, you know, I probably exercise more often if I really look at the larger picture of outcomes. That's very cool. Interesting.

How about you? Do you think that if this were an assumption of yours and all of the little ways and the big ways, would you be different?

Vicky: Yes. I think if I set more boundaries, even in the really subtle areas of my life, that I would have less frustration when it comes to the bigger stuff.

Debra: Well, that's interesting.

Vicky: Yeah.

Debra: Cool.

Vicky: I think I overreact with the bigger stuff because I haven't been taking care of myself for the little stuff.

Debra: So you would have more space, more room for the bigger stuff?

Vicky: Uh-hm.

Debra: Yeah, interesting. So, very cool. I think also women we tend to discount our own ecology and differ to other people's ecology. I think that that's part of the cultural training of women in our society, you know, we take care of everybody else.

Vicky: Yeah.

Debra: So I love this next one. It really is one of my favorites. I have a couple of favorites out of these 18, but this is a big one.

ACCEPT PEOPLE, CHANGE BEHAVIORS

Accept people, change behaviors, and would you like to say what that means for you, Vicky? Accept people, change behaviors?



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Vicky: Well, whose behaviors are we changing, ours or the people?

Debra: The people

Vicky: I didn't quite understand it. Right. Accept people, do we change our behaviors to accept the people or do we change their behaviors, so that's..

Debra: Well, I think that this has to do with working with other people, because as a leader...right? We're working with other people that we accept them for who they are, and that doesn't mean that we can't adjust their behaviors.

Vicky: Oh, there was always that saying you can only change yourself, you can't change anyone else.

Debra: I think that that's true, and as a leader, I have an impact on people's behavior. I think in the Arts and Entertainment industry, if you have fans, you have to own that you affect their behavior.

Vicky: Uh-huh, okay.

Debra: And you know. obviously people who are like big, famous affect people's behavior broadly. It can have a huge impact on people's behavior. So, while I agree with you can only be responsible for your own behavior, to think that you don't have an impact on other people's behavior, I think it's not giving yourself enough credit.

Vicky: Okay.

Debra: So what do you think this means, accept people, change behavior? Having, making, deciding that okay...we can't affect other people's behavior, what could this mean or what does this mean to you?

Vicky: I'm more comfortable with affect behavior than change behavior. I don't know. I guess, I can always hope that I can accept whatever a person is and inspire them by my example to help them in some way that they might change their behavior in a positive way. I think it means.

Debra: And I think that's what it means to you, and that's cool. I take it to mean for me, because I'm a coach.

I'm in the business of changing people's behavior. That's what I do for a living, right? So, I think...and I think in my day-to-day life as well as you know as well as what I'm doing for a living, I think for me it means that I don't blame people for who they are. I don't blame people for their behavior. I don't connect what they do with who they are and their value as a human being on the planet.

And so if I can look at someone...a while back, Oprah had this absolutely wonderful show on forgiveness where she, you know, this survivor of a rape confronts her...her rapist in



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prison and forgives him...or the children of a murder victim go into prison and forgive the murderer. It just blew my mind. It was an amazing powerful program.

Vicky: I saw that.

Debra: Right?

Vicky: Yes.

Debra: So...and I don't think you can do that if you don't accept the people and look at their behavior as something not who they are. It's just how they're being.

Vicky: Or you now understand why they are that way, and it helps you to forgive and in forgiving their behaviors can change.

Well, I guess, you know, I come from a different place, because as a singer, I don't want to be a preacher. I just want to move people, and in moving people, I feel like they open their hearts, and when they open their hearts, I guess they get softer. They get more loving, and I guess that's a change in their behavior. So...

Debra: I don't think you can actually do that unless you accept them. That in your communication in your song, that there's some way in which they see themselves in that.

Vicky: Right, and still even in my songwriting, I'm being universal in a way...I don't know, that is but accepting the imperfections.

Debra: Yep.

Vicky: Yeah, it sounds a little different, only in that you know you're in the profession of changing people, and I'm in the profession of moving people.

Debra: Yes.

Vicky: ...and then, you know, that doesn't always change them. It changes them in the moment, and that's my goal to touch people and open their hearts.

Debra: Yeah, beautiful.

Vicky: And I also teach voice, and I suppose in the same way, I'm trying to help people open up when they're singing to come to their core, so they're not necessarily changing. They're just reaching for something deeper.

Debra: Wow.

Vicky: Just the word "changes." I don't like that word.



Debra: But I think, and yeah, I get that, and I think that made us, you know, different people have different connotation on words. That's the funny thing about language.

But I think you've touched on something really that's very core to my belief; my belief is that we are all, you know, truly, unlimited beings that are, you know, of value, just as...you know, that is our intrinsic...we have intrinsic value.

And when I say I accept people that's what I'm talking about. I'm talking about that kind of deeper truth, and that I don't necessarily change people's behavior, as much as I allow them to see that deeper person, and then their behavior changes as a result of that.

Vicky: Okay.

Debra: Yeah, I think you've touched on something very, very key here.

Vicky: I feel like there's something missing in that sentence. "Accept people da-da-da, change behaviors," you know? Something in the middle should be there, like "Accept people so their hearts can open and their behaviors can change," something like that.

Debra: Yep.

Vicky: I don't know it just seems way too like something's missing in that.

Debra: Interesting, okay, cool. So let's move on. I do want to get two more in in the next 15 minutes.

TERRITORY IS REPRESENTED BY THE MAP; JUST AS REALITY IS REPRESENTED BY THE MIND

The next one is territory is represented by the map, just as reality is represented by the mind. This is a foundational concept that underlies all of the NLP. which is NLP (Neuro-linguistic Programming)...which is that our experience of the world isn't reality. It's our mind and our mind's representation of reality because the world, you know, something like 7 million bits of information flow into all of our senses every second, and there's just no way that we can experience all of that without like imploding

So what we do, what the mind does is that it creates a map of the world, so territory is represented by the map, just as reality is represented by the mind.

One of the things that I think is completely magical about this, and this is actually an assumption I've been making for years, is that beliefs aren't real. Your belief. My belief, you know, ex-president Bush's belief, you know...some guy in Russia's belief. They're not...and no one's beliefs are any more real than anyone else's beliefs, because beliefs aren't real. They're just the representation of the mind of what it's experiencing.



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If that's true, if that's our foundation, then we can do anything, because we can change our beliefs, just like we could install these new assumptions--these assumptions of empowered leadership.

So we may not have been raised to be a leader, but we can make or turn ourselves into a leader because we can change our mind, and by changing our mind, we change our reality. So that's what I think that means territory is represented by the map, just as reality is represented by the mind.

What does that mean for you?

Vicky: Just that we basically manifest what we believe, and so if we believe something negative, then we can manifest that, and if we believe something positive, we can manifest that. So that's kind of what it means to me.

Debra: Cool, and would you say this is an assumption that you have?

Vicky: It is. I believe I'm an optimist. I feel like I've always believed that dreams can come true. Hasn't always worked out for me in the ways that I hoped, and yet, I still believe it.

Debra: Okay. And I think we both assumed this, but I'm wondering if we could think of someone who doesn't assume it and how would they be different?

And I think, you know, I'm thinking of a couple of people in my (I'm not going to name names), but people that I know personally who have very rigid experiences of the world and what they believe is the truth (capital TRUTH).

And I think if they took this assumption on, I think in a way that it would change their behaviors, and they'd probably be more fun to be around, but I think also they would...I think they would be happier, because the beliefs that they've surrounded themselves with have them in somewhat of a hostile environment. Their belief of the world is that it is a hostile environment, and I think that as a result they are unhappy a lot.

So I think if they took this assumption on it would give them power over how they see the world, and they could perhaps change their level of happiness.

You want to add anything to that?

Vicky: Well you know, I believe that there are people in world who are living in such a horrible situation that they might not realize or might not be possible, you know, in some situation, and so I don't want to get too judgemental about it, because I have not been in everyone's shoes, only my own, and I'm lucky in many ways.

So you know, there might be someone, somewhere in the world that there's nothing they can do except adjust, you know, the way they see things, but where they are and what they're in the midst of, maybe can't be changed. So I don't want to...



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Debra: I get that. I get that. In fact what you're saying is that you respect their model of the world.

Vicky: Oh okay.

Debra: It's simply all things to work together.

Vicky: Yeah!

Debra: But I think also that that's part of this statement, that if their model of the world is just their territory as defined by their map, it also (I think) makes it more accessible, because I'm...you know, that's their territory. That's cool, and it also is a great segway into the last one, which is everyone is doing the best they can with the resources they have available.

EVERYONE IS DOING THE BEST THEY CAN WITH THE RESOURCES THEY HAVE AVAILABLE

Vicky: I've heard that a million times.

Debra: Yeah. I love this one. I think that this one creates such tremendous compassion.

Vicky: Yes.

Debra: And if I'm, you know, at the bank and someone is being just mean...or you know, some guy cuts me off on the road, you know, so that they can get to the stoplight 4 seconds faster than I am, you know. I use this a lot because I'll get really like rammed up around stuff. I get, you know, inflamed by injustice, and, "What do you mean you cut me off? That's not right."

And then when I remember that they're doing the best they can with the resources they have available, and I think it...also I would change the language on this that "Everyone is doing the best they can with the resources that they're aware that they have available."

Vicky: Right. "Aware."

Debra: Aware.

Vicky: Look at everything, and then they realize what their choices are.

Debra: Yes, and I think we do make the best choices we can make with the choices that we are aware of, and very often, there are many, many choices that we don't even consider, because we are not conscious of them and one of the best...

Vicky: Wouldn't it be so far in that we can't even comprehend them, even if we hear that they exist?

Debra: "I couldn't do that. I couldn't make that choice. That would be crazy."



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Vicky: Right. Yes, you know that's not a possibility for me or whatever. I just begin if someone I think who's got such a negative spin on everything, and you can say positive things and they can't hear that, so even if it's them being made aware, but it's not in their repertoire.

Debra: It's not on their map.

Vicky: Yes.

Debra: Right, because that's not their reality.

Vicky: And it really feeds itself, doesn't it?

Debra: Yeah, it's really interesting. That's the other thing that I love about this assumption, how much they intertwine with each other.

I think that one of our biggest jobs in doing what I do, but also in doing what you do...in for artists and entertainers is expand people's resources, is to let them know that they have alternatives without being too like after-school special, but let's face it. That was the purpose of after-school specials was to expand people's awareness of their resources.

So I think that we have the capacity as a speaker, as an artist to actually make that as a big impact on people's lives, and I think that's also part of our responsibility, you know, that however we can expand their awareness of their world.

I mean look at what Al Gore did with one little movie? I mean it was getting people aware, but it was also expanding their understanding of all of their resources to make a difference. You know, that just by changing a light bulb, they can change the world.

Yeah, I can do that, you know.

So that's very cool.

And if people...if I'm, you know, if we're holding this as an assumption, everyone is doing the best they can with the resources they have available or the resources they're aware they have available, how would that holding that assumption, how would that change behavior?

Vicky: Well there would be compassion and there would not be anger. There would not be...there would just be understanding. There would be peace.

Debra: Yeah. I think you're right. I think that would really reduce the level of anger that people experience.

I think that also would really reduce the level of hurt, because you did this, and I'm hurt...but if I look at you and say you did this because you're doing the best you can with the



resources that you're aware of, then it's not about me. What am I getting hurt for? You're doing the best you can.

That doesn't necessarily mean I don't calibrate on your behavior so I know that I can trust you, and because you are behaving from your model of the world and I can look at your behavior and say, "Well, I can trust you to do this, but I really can't trust you to do that, but I don't need to be angry about it. It's just..."

Vicky: ...you don't need to be angry, but you still have to know where to set your boundaries.

Debra: Exactly. Exactly.

Vicky: I think a lot of these have to do with boundaries. All of this is very interesting.

Debra: I also, in my experience, I've been working with these assumptions for about a year now, little over a year now, and what I also find is it...they mean something different to me every time I go back to them.

So I may revisit this call in a year and see, you know, what I notice different about each of these assumptions, because as I change, you know, the meaning of these things shift and change for me.

Vicky: Isn't there one more says creates?

Debra: Yes, but the S is going to have it in the next call. So if there are 18 of them altogether, so I'm doing 6, 6, and 6.

Vicky: You're breaking up the words.

Debra: I know. How out of the box am I?

Vicky: Great.

Debra: Well, and I just think he just is very clever about like his acronym but... So very cool, so what are you taking away from this call tonight?

And thank you so much for being my sounding board.

Vicky: Oh, I'm glad to have a conversation. Nice.

Let's see. What am I taking away from this? Well, I don't know. It somehow reminded me about boundaries and also compassion for other's perspective and generally kind of just a universal love from all of this. It just reminds me of that. I can't...it's not very specific, is it?

Debra: Oh no, I think that that's dead on, because when you said that, I got such a chill, but that was exactly what I was thinking was that what I come out away from it is this feeling of



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love for everybody, because if I'm walking with these assumptions, how can I not love everybody?

You know, because they're doing the best they can with the resources they have, and you know, I mean it's just I accept them. You know. I do. It's just totally where I go with it. Very cool.

So I want to once again remind everybody who is listening to this as a recording, please, please comment. You know, you could listen to one assumption and write a comment about it, and then listen to the next one and write a comment about it.

I would love for the comments on this page to be just really, really long. It would be really fun, and maybe what I'll do is that I get a bunch of comments, I'll copy them and paste them into an email for everybody, so that you can kind of keep up with the conversation and this will be continued.

I'll be doing part 2 and part 3 over...probably by the end of the year, I'll have done all 3 of them. So, very cool.

Thanks, Vicky.

Vicky: Thank you.

Debra: Have a great weekend and week, and we'll talk soon.

Vicky: Okay.

Debra: Bye, everybody!

Vicky: Bye.