The Mindset of a Leader – Part 3

Toolbox Teleclass Transcription

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Professional Program

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

TABLE OF CONTENTS

No table of contents entries found.

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

MINDSET OF A LEADER – PART 3

Welcome to the February 2010 Toolbox Teleclass for the Artist's EDGE membership. Tonight we're going to be talking about the Mindset of a Leader part 3. If you haven't listened to part 1 or part 2, don't worry. You don't have to, though I do recommend going back and listening to those at a later date.

On the post description, there is a bit of a process for you to run. I recommend you do that before you actually are listening to this call. So, if you haven't done that yet I suggest that you pause this call, and go ahead and do that process first.

It'll probably only take you about 15-20 minutes, and I recommend that you do that, because I'm going to be presenting my answers to that process, but I think it's important that you're clear about your answers before you listen to mine, because you may have a completely different take on this and I want you to be clear on what your take is before I share your mine.

I also invite you to post too as comment on the call, what you saw and what you got from doing that, and also feel free to post your entire process up to the Yahoo list, so that we can participate in a conversation about the Assumptions of Empowered Leadership.

So before I get into this I'm going to give you the same introduction that I did on call 1 and call 2 for this topic. So feel free to fast forward through this is if you heard it already, but my source for these Assumptions for Empowered Leadership is Christopher Howard. He is a best-selling author, a prominent speaker, and the owner of the 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, and he's given us 18 assumptions to work with, and we are dealing with 6 in each of 3 classes.

Now also just from my perspective, Chris Howard is my trainer for the…and sort of the person I was certified with for NLP and hypnosis. So I've studied with Chris quite a bit over the last few years.

First of all, what is an assumption? Right, we're saying that these are assumptions for empowered leadership, and these are assumptions that leaders tend to have in common. So what is an assumption?

So, an assumption is a presupposition. It's something that you take for granted. It's kind of part of the wallpaper of your belief system. It's a belief or a thought that you believe without question.

And so why do we care about these assumptions? See, our assumptions are the filter through which we interpret our world. It's the foundation from which we make decisions and take action or choose not to take action.

It underlies our view of the world, and also our view of ourselves and our place in the world, and as a result of all those things it significantly affects our behavior.

In order for you to have the behavior of a leader, to be a leader in your life, in your community, among your fans, in your band, to be a leader in your team that you are building to create your successful business, you must have the mindset of a leader, and in order to have a mindset of a leader, you need to take on the assumption of a leader.

So I'm going to very quickly reviewing the process that we're going to be using. First of all, we're going to read these 6 assumptions. I'm going to read them to you all through. Then I'm going to go through them one at a time and take a few minutes on each one. I'm going to talk about what I believe the assumption means. I'm going to talk about kind of the where it lives in my life, in my world. Is this something that I find myself assuming, and if it isn't, what am I assuming instead?

I think it's useful for you to hear, you know, that we're all in process with these assumptions. We're going to be talking about how it shows up for me in my life as an assumption, and if it were an assumption of mine or if I took it on more in my life, how might I think or feel differently? How might I behave differently, and what new choices or options would it create for me?

I'm also going to talk a little bit about how I see it showing up in my client's life, and the shift that happens as they take on those assumptions.

Okay, so the 6 assumptions that we're going to be talking about tonight. The first one is having a mission, vision, and goal determines your focus; therefore, your result. The second is that outcomes are determined by expectations. This is a fundamental one of the laws of attraction.

The third is If you help enough people get what they want most, you will get what you want most. The fourth is choice is the desired condition, so design processes to gain more choices not fewer.

The fifth is ecological framework always increases wholeness, and the sixth is the situational behavioral flexibility increases effectiveness, and I'm just going to say that one again because it's a mouthful. Situational behavioral flexibility increases effectiveness.

So first, having a mission, vision and goal determines your focus, and therefore, your results. This is foundation for all of the work that I do with my clients, all of the work that I do in the Artist's EDGE membership, and very much a part of my life.

I would say that I float in and out of really employing the vision and goals aspect in my day to day life, primarily just because things change. And so sometimes I lag a little bit behind the completion of the goal to create a new goal, and that's something that I'm constantly working on and improving on.

What do I think this means? Well a mission, vision, and goal is, in my experience, it creates the framework from which you view your life. As in you're really clear about your vision, your mission, and your goals, then your focus becomes really clear.

And if your focus is clear, you're able to take clear, targeted, specific action, and thus, clear, targeted, specific results. Also in my experience, there's a couple of things that having specific vision and goals give you.

For one thing, if your vision is clear when you hit an obstacle around a specific result you're much less likely to be derailed, because one result or one action or one strategy is only a piece of a larger picture, and if that strategy, for whatever reason, gets derailed or doesn't, or that person that you're calling for the gig or that song you're submitting for film and television or that job that you're going after however is showing up, if you get a "no" and it's part of a bigger plan and a bigger picture, that "no" is just one "no" among many responses, from many strategies and tactics that you're employing, and therefore, it's not going to make or break your career in your belief, and so it is much less likely that "no" is much less likely to derail you.

The other thing that I see happening when people have a vision and a goal is that serendipity starts to happen, and we can talk about this from an esoteric perspective or from really just a proactive-goal perspective.

You know, in the law of attraction, you place your order with the universe and the universe starts throwing you opportunities to fulfill that goal in kind of a more, you know, pragmatic perspective.

The way our brains work is that we sort the data that comes in, because so much more data comes in then you could possibly handle in a moment to moment and hour to hour basis. You have to sort it or you'll go insane.

If you have a vision and a goal, then that's included in your sorting, and you will begin to recognize opportunities that perhaps you might not have filtered before because you didn't have a specific vision or goal around that, and so you just start noticing opportunity. You start noticing things showing up because you're filtering for them.

So I assumed that my mission, my vision, my goals determine my focus and therefore my result. That's really clear. I have seen it happen time and time again with my client, that when I make them get specific about their goals, and their vision and their mission stuff just starts falling into place. They start getting a lot more opportunity. Things start happening, and I've seen that over and over and over again.

But I've also seen them be much more effective and efficient in the actions that they're taking, in their creativity when they hit an obstacle, all of these things.

Okay, we're going to move on to the next assumptions for empowered leadership, which is outcomes are determined by expectation.

I definitely assume this to be true on a conscious level. I do in constant conversation with my unconscious mind around my expectations. I am constantly noticing when I expect bad things to happen or I expect someone to say no to me or I expect something not to go my way.

I think that these expectations are very deeply embedded in our subconscious and it is a…in my experience, takes vigilance around my expectation to shift my expectation into positive expectation, and I absolutely notice that that changes my outcomes in a concrete and real way. I notice that people's responses to me changed when my expectations are different.

So I do believe that when I look at it as specific circumstance or upcoming event. If I'm expecting it to be successful, it tends to be. If I'm expecting it not be successful or I'm fearful of it not being successful, it is less likely to be. So I definitely think that this is a true statement, which is my assumption.

How do I behave differently?

I think it manifests just as much the way that I am, the way I speak about things, the way, the freedom that I have in taking action. I'm much more likely to take over a

specific action when I am expecting positive outcomes. So that's definitely something that I'm seeing.

It also when I'm expecting a positive outcome I get much more creative in my behavio, and my choices, my options. It opens up a lot of windows and doors for me.

So that's really exciting. I do think that this for me, if I would have say, this is positive outcomes are determine by positive expectations. That for me is a very much a work in progress, you know. I have a lot of old patterns around negative expectations.

You know, when I was a young adult I used to actually say, "I'd rather be pleasantly surprised than unpleasantly you know...I'd rather be pleasantly surprised..." This is hard to do this without another human being on the other side of the line. I'm just going to say, "I'd would rather be unpleasantly surprised...I would rather be pleasantly surprised than unpleasantly fulfilled."

So you know, it's someone. You know, I would expect people not to come through because I would rather be pleasantly surprised when they do come through than be counting on them and have the unpleasant, you know, thing happen when they don't come through was that kind of thing.

And I definitely worked a lot on those expectations in my dealings with people, in my dealings with myself, kind of in my dealings with the world, but it's definitely still a work in progress for me.

So for the next assumption (I'm going to take a sip of water here). I love this next one. If you help enough people get what they want most, you will get what you want most.

This is a wonderfully abundant belief, and basically, what I think this belief means is that if I help people get what they want, then abundance is just going to flow my way.

And this is very much part of my model and my business, you know, because I work with clients to get what they want and then part of what I want is to get more clients and to make more money and to get more speaking engagements and all of that stuff.

And in the speaking engagements, when I show up and I help the presenter deliver a powerful conference because of the power of the talks that I'm giving or the

classes that I'm teaching, then they get more of what they want and I get more of what I want.

How I see it showing up in my client's life? It's in their relationships with their fans, in the delivery of their product to the bookers and promoters, you know. If you help a venue filled with seats, then it's much more likely that (a) they're going to invite you back (b) that they're going to talk about you in glowing terms to other venue owners and bookers and promoters, that you're more likely to get more gigs, more likely to get agents representing you, more likely to get more fans or thrilled with you, love you, buy from you over and over and over again.

As an artist, if you are a visual artist, you know, same with a gallery owner, you get more people in for the opening of your gallery show, the more likely that the gallery owner is going to bring you back for more shows.

The more that your product whether in visual piece of art or it's a song or a composition for film or TV, the better quality your product is and the easier you make it for people to buy from you, the more you work on your marketing so that people know about your product, the people who will want what you have, get what they want, the more you're going to get what you want in your business. I mean, it's just a no brainer.

When you're working with a team, your agent, your manager, your accountant, your assistant, the more you help them have a fulfilling experience in fulfilling their purpose and their job, the more they're going to show up for you. The more they're going to deliver the goods for you.

So across the board, if you help enough people get what they want most, you will get what you want most.

I absolutely think this is a huge part of how I operate in the world, and sometimes when dealing with people who don't operate this way, people who take but don't give, my old pattern might be to say, "Well, screw them. I'm not giving them anything."

And I think the way you manage that for yourself is by creating strong boundaries, is by being very clear on what you're offering is, is by deciding your price in advance, and be willing to say no.

The more your boundaries are clear, I think, the more powerfully you can be a giver in your business model.

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Leader and Entrepreneur
The Mindset of a Leader – Part 3

I noticed this early on in my coaching because I do this free-coaching session for, you know, perspective coaching clients. And when I first started I would do a free session with anybody, and part of that was because I wanted to practice and part of that was getting the word out, and i did have the experience of doing a free session with someone who didn't hire me, but then referred me to clients, that happens.

But after a while, maybe after the first year or so, I started noticing that I really resented doing these sessions with people with absolutely no interest in becoming a client. They just wanted something from me.

And I really started setting boundaries around doing these free sessions and saying, "You know what? I'm happy to do a free session, but I'm only going to do a free session with someone who is willing and able to say, 'Yes,' if we're a good fit." And so I still do the session, but I don't do them with people who couldn't afford to hire me. I don't do them with people who just want to get a free session under their belt.

If someone just wants something for cheap and easy, let them do the Ask Coach Debra call or let them do the lower buying, not my private time.

So I found that then I stopped resenting even if someone ended up saying we're not being a good match or I decided not to pursue working with him as a private client or they decided not to work with me as a private client, that became really okay, because I was being very selective who I was doing these free sessions with.

So I think that the way to work with this, you know, and still feel like you're taking care of yourself is to have clear boundaries.

Okay, the next assumptions for empowered leadership is choice is the desired condition. So designed process is to gain more choices, not fewer.

What I believe this means, you know, when I'm working with a client obviously I'm designing processes for the client to create more choices, because very often clients come to me with a black and white belief system. They either have this choice or that choice. There's no other choice available for them.

And so brain storming options and opportunities and brainstorming and research and all of that is a big piece of the work that I do with people, and in that way, I am designing processes to gain more choices not fewer.

And sometimes the way you actually create more choices is by limiting your

choices. I think this is a little counter-intuitive, but in creating systems one of the things that creating a system for something does is it limits your choices or it makes choices in advance, so you don't need to make a choice in the moment?

So for example, someone asks me what my prices are for my services. Those choices have already been made. I don't need to think about what I'm going to charge this person. I already know what I'm going to charge them because those choices, that system has already been set up.

What making these choices in advance allows me to do around time management, around systems, around marketing, very often is to free my time up so I can make more choices.

This is a little bit for me counter-intuitive, and ultimately, choice is the desired condition and this is going to feed into actually the final one that we're going to talk about in a minute.

I find for myself that when I have too many choices in a given moment, it stops me dead because I don't know what to choose. And I think that as human beings that's why we tend to think in things as black and white because it feels safer, it feels more comfortable, but it also creates boxes that we live with inside us and those boxes are our limiting beliefs. They are our limitations that we decided are real, are true, and therefore, they limit our outcome.

So if you can create systems that allow you to feel safer with fewer limitations, that allow you to feel safer to test and explore and expand and take risks, then that will not be limiting your choices. It will actually expand your opportunity and your choices.

So for example, if you create a marketing system that you automated, which by its very definition anything that's automated the choice has been limited, but if you create an automated marketing system, then you will be able to have greater outcomes and results, because when you get very busy, your marketing will continue, which means that you will be more willing to have larger success in your business because it won't overwhelm you, because you have systems set up to support that greater success.

So choice is the desired condition. So design processes to gain more choices, not fewer, which means both creating processes that create systems to support you with larger choices, and look at the limitations you've placed on yourself and expand those limitations to embrace greater choice.

The 5th is ecological framework always increases fullness. So first of all, let me define "ecological," which I did define, I believe, in the first call, because one of the earlier assumptions, ecology of outcomes must be considered and evaluated, was the 3rd of our assumptions.

So "ecological framework" means, when we talk about ecology, we mean that the choices and behavior and decisions we make are good for us, good for me as an individual, are good for my family and community, meaning the people in my immediate vicinity, and are good for the planet, meaning that they're good for the planet, you know, ecologically, meaning the trees, the plants, and the animals, but also good for our society as a whole.

So, an ecological framework means that you take the impact of your decision and your behavior. You take that impact into an account when you are making the decision around your behavior.

And if you have an ecological framework, meaning the behavior that I'm embracing. I'm looking for them to have a positive impact on myself, on my family and immediate community, and on the world as a whole, it always increases my own wholeness.

So when I'm working, when I'm behaving in a way that is good for me, is good for the people around me and my community and the planet, then I'm more integral. I'm more whole. I'm more integrated, and my integrity is intact.

So all of these things that contribute to wholeness…and I think that for most people when we think about ecological framework, we think about whether or not is what I'm doing good for my family or is what I'm doing good for my community, but very often we forget about is what I'm doing good for me? Is what I'm doing taking good care of myself?

And very often we put ourselves last on our list of priorities, if at all. I know that I am absolutely guilty of that. I know that most of my clients struggle with this. I believe that we are taught this at a very young age, because it's in our parents' best interest that we operate in a way that's good for them, not necessarily that's good for us.

If we have good parents, then they are doing their best to operate in a way that's good for us, but not all of us were blessed with that. And I think that it is an area that very often we need to build.

I think that also what we need to recognize is that when we operate in a way that's good for us, but not good for the people around us, it's actually not good for us because on an unconscious level it undermines your own self-worth.

So when you're acting in a selfish way, I don't care if this hurts someone else as long as it makes my life easier or more comfortable, then very often in the long run it hurts us too, and you know, in a *karmic* way what you put out comes back to you, and what you put out into the world is reflected back to you because that's part of your expectation, too, because you always expect other people will behave the way you behave.

We always expect that other people will be thinking the way we think. We assumed that. And so we're thinking in a way that's selfish. Then we're also assuming that other people are thinking in the way that's selfish, and our outcomes are determined by our expectations. We will tend to attract selfish people into our lives.

So I think that this one is a fine balancing act that we need to think in terms of what's good for ourselves, but also think in terms of what's good for our world and our family and our friends.

I had a perspective client come to me and ask…and want to work on a goal about having an affair on his wife. "I want to get a girlfriend," that was one of his goals. I refused to take him as a client because (a) I didn't think it would be good ecologically for him to pursue that goal, and (b) I didn't feel like it would be ecological for me to help him to pursue that goal.

So you know, even though it really didn't have it---it might short term be good for me because I would be making money because he would hire me as a coach. I just didn't think it would be good for me on a deeper level, and I definitely didn't think it would be good for him, even though he thought it would be good for him.

Okay, the last and final assumption. Situational behavioral flexibility increases effectiveness. So what does this mean? What it means is that if you are flexible in the phase of your circumstances, you will be more effective. I think that this is true as long as your situational behavior is still ecological.

Certainly, a person who can think on their feet, who can adjust their choices given their set of circumstances will be more effective in the world and will be more effective in pursuing their personal goal. "Hey, I've had an obstacle. Let me figure out a way to work around this," or "Hey, you know this person that I really want to work with wants to work when I have other things going on. Can I adjust myself to that?"

Your flexibility will increase your effectiveness as long as you have systems to support it. If you are ready and willing to dump your own goal for someone else's goals, that's going to get in your way.

So I think that situational behavioral flexibility doesn't necessarily mean that you are not (you don't) maintain being true to yourself. It's more that you find ways to be true to yourself that take your given circumstances into account and then you'll absolutely be more flexible and effective in the long term.

Again, the more your systems are established and built, the stronger they are, the more habitual they are, the more you can play with them. The more you can adjust your behavior, the more you can assess what works and adjust to find ways to make it work better and more effectively.

And I think again, this might be a little counter-intuitive, because very often when people look at structure or systems, they think of them as limitations or inflexibility, but actually the more embedded they are in your habits, the easier you are able to go with the flow.

If you, for example, if you are someone who is physically performing, so an athlete or a musician whose physically performing a set of notes, the more you have practiced your instrument, the more you've practiced your routine, the more you've practiced your athletic prowess, the more you've done your downhill skill, the more you've done that, the more your muscles have the memory, the faster, the more effectively, the more in the moment you can be when actually delivering that result.

So if you've practiced a song to the point where it's part of your muscle memory, and you're up on stage and something happens that might throw you off, the more it's in muscle memory, the less thrown you're going to be, the more you can go with the flow, the more you can improvise and adjust, if that make sense.

So I think that situational behavioral flexibility actually is very often a result of having done your homework, of having done the work of practicing everyday on a regular basis, of (really) knowing your instrument and knowing your routine and having them become muscle memory. That's going to allow you to be flexible.

So that's our 6 Assumptions for Empowered Leadership.

I really look forward to seeing your comments and your posts to the Yahoo email list

about what you're learning and how you're employing these assumptions into your day to day life.

And I look forward to seeing you guys on the next Artist's EDGE call.

Have a great night.