

every
woman
WORKBOOK

LEADING YOURSELF



About this workbook

At everywoman, we deliver a range of innovative products and resources that unlock the potential and talent of women in business globally. Whether you're just starting out, looking to progress your career, or even to build and develop your own enterprise, the everywomanNetwork provides a wealth of personal development resources, advice and inspiration to address the challenges you face at key stages in business. We produce workbooks on topics that matter most to our members and we're constantly listening to your views to give you the tools you need to propel you through your life's work, at a time and place that suits you.

Welcome to our new workbook, *Leading Yourself*

One way to think about 'leading ourselves' is 'showing up as our best selves'. Being your best self involves being able to take control of many elements of your being, including your moods, your energy levels and your outlook on life. This necessitates a solid foundation of self, based on strong values and the core beliefs which influence your choices, desires and attitudes towards everything you do and everyone you interact with.

To achieve this you need to really get to know yourself, and that starts with asking some big questions. What is your purpose? What does the best version of you look like inside and out? And, more importantly, how can you sustain that over the long term?

By taking this workbook, you'll begin to answer some of those questions, using tried and tested methods to help uncover a clearer direction and understanding of what's currently holding you back. You'll emerge with a stronger sense of how you show up to others, which you can build on throughout your life and career. We'll also look at the power of taking personal responsibility, building resilience and emotional intelligence, and understanding the impact we have on others.

We'd love to know how you get on – email us at karenmax@everywoman.com or tweet us @everywomanuk.

Max & Karen
and the everywoman team



VISUALISATION EXERCISE

IF YOU ARE GOING TO BE YOUR BEST SELF, YOU NEED TO START BY CARVING OUT A BIT OF TIME TO THINK THROUGH WHERE YOU ARE NOW (TODAY'S REALITY) AND WHERE YOU'D LIKE TO BE (END RESULT).

1 Find yourself a quiet place, where you can be uninterrupted for an hour or so.

2 Start with an exercise to empty your mind of all the pressing items on your mental to-do list. Sit upright but relaxed and take a few deep breaths - in through the nose and out through the mouth. This will start to relax you and slow the 'busyness' of your mind. Get ready to do some dreaming. You may want to close your eyes.

3 First take a look at your life in the round. Mentally list the multiple aspects of your life, both good and difficult. You will want to achieve your best self in every area - not just work and domesticity but socialising, sports, hobbies, learning. Finding a balanced way to integrate all these things is key, because if you are struggling with one area, stress is created throughout. Notice the things that are getting you down. You will want to come back to these and work out solutions.

4 Think about your multiple roles and allow yourself to imagine what the ideal scenario could be. Let go of any rules that get in the way or objections that you or others may put up and simply allow your mind free range to think about what you'd like the situation to be if you could have it that way. At this stage, rule nothing out. For example, if your goal is work-life balance and you're dreaming about a team of top-rate nannies working round-the-clock, allow that into the dream. (We'll get back to reality later).



VISUALISATION EXERCISE

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Visualisation is a powerful tool. Build a picture in your mind of the perfect situation. Imagine the exact scene at each stage of the day, from waking up to snuggling back down. Be as specific as you can in the picture, the more details you imagine, the more vivid the visualisation will be and the better it will work. Involve all of your senses:

- What is the picture? What can you see?
- What are the sounds?
- Are there smells, tastes?
- What could you touch?

Include them all to bring your visualisation to life. Imagine yourself at the breakfast table at home, or standing in front of your boss or team. Picture their faces, see what they are wearing, hear the toast pop up, the papers rustling or the keyboards clicking, smell the coffee. Feel the sunshine coming in through the window.

What do you feel or experience at these moments? At home you may feel content and secure, full of anticipation at the day ahead. Confident that you've done enough preparation for the meeting or presentation ahead. Relaxed knowing the children are ready for school, homework done, and sports kit clean.

6

Go through the entire day, imagining each step moving seamlessly and successfully towards the next. At this stage, ignore the difficulties and obstacles. Think like an Olympic champion - that's how they do it. Before the race they focus entirely on winning, imagining every inch of the course, all the way to the winner's podium. On the starting line the picture is so real they can taste the success. That's your task right now.

If you can create a picture of your optimum day, which brings in the full range of typical responsibilities, and see yourself, in full colour and detail, getting through it successfully and with as little stress as possible, you will boost your motivation to achieve something similar in reality. The more vivid the visualisation, the easier to remember. Being able to recall this picture when the going gets tough will keep you focused.

The next step is to return to reality. Make notes. Are you clearer about what you really want? Great, then you can make a plan to get there. What were the obstacles? Perhaps the round-the-clock nanny dream will have to be ditched, but if you did have them, what would they enable you to achieve? And what are the alternatives to get you somewhere close to that, in real life?

The key is a positive outlook. You can achieve what you want to achieve. You just need to know what it is and be practical about getting there. But it will require you to motivate yourself and we'll come back to that in section 3.

Know yourself

Let's take a look at the raw materials you are working with.

It's a good idea to review your own strengths and weaknesses from time to time. I prefer to use the term 'work in progress' rather than weaknesses because after all, that's what they are - the things you need to address to be your best self.

Set your modesty aside and complete this chart.

STRENGTHS	WORK IN PROGRESS
<p>List here all the positive things you bring to the table:</p> <ul style="list-style-type: none">• What experience do you have?• What qualifications, degrees, certificates, diplomas or skills do you have?<ul style="list-style-type: none">• In what do you excel?• What do you do better than others?• What achievements are you proud of?• Have you had any positive feedback that came as a surprise? If so, what was it? Why did it surprise you?• What positive personality traits or values do you bring to work? E.g. are you extroverted, ambitious, spontaneous, fair?• What would others say are your strengths?	<p>List here the things you need to work on:</p> <ul style="list-style-type: none">• Are there any gaps in your experience or education/training?<ul style="list-style-type: none">• What do you avoid doing and why?• Do you bring any negative habits to work? E.g. poor punctuality, being disorganised, variable moods?• Is there anything your peer group does well that you do not?• Do any colleagues regularly outperform you?<ul style="list-style-type: none">• Have you had any negative feedback that came as a surprise? If so, what was it?• Do any of your personality traits hold you back?• What would others say are your weaknesses?

This is not an exhaustive list, so add anything you need to. Review it with someone you trust who knows you well and can give you a reality check. We recommend keeping this exercise going - review where you are from time to time and particularly before any reviews or career moves.

Emotional intelligence

Daniel Goleman, who wrote the definitive book that gave us the term 'emotional intelligence' defined it as having four skills:

SELF-AWARENESS	SELF-MANAGEMENT
SOCIAL AWARENESS	RELATIONSHIP MANAGEMENT

It's all about recognising and understanding your own emotions and what triggers them and then being able to control and manage those emotions.

The other side of this is looking to external relationships and tuning in to other people's emotions so you can empathise with what they may think and feel. If you are able to do this, you can build strong and stable relationships with others in all sorts of contexts.

Goleman said that emotional intelligence is as important as rational thought and indeed, many consider it to be a better indication of leadership and potential than pure IQ alone.

How good are you at knowing your own emotions?

Consider the last time something upset you at work and work through it here:

1. SITUATION

What actually happened?

2. HOW DID IT MAKE YOU FEEL?

What were the actual emotions triggered in you? List them all.

3. OUTCOME

What happened as a result?

4. WHAT COULD YOU HAVE DONE DIFFERENTLY FOR A BETTER OUTCOME?

When it comes to dealing with other people, empathy is the key to being socially aware.

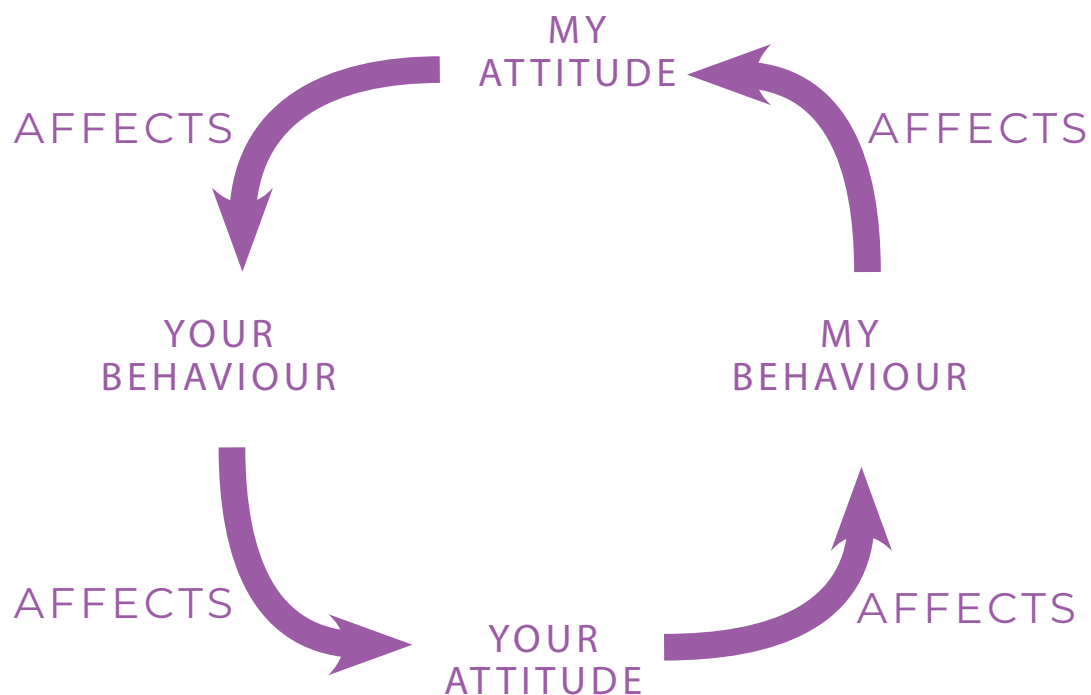
Stop to consider what the other person may be thinking and feeling in any given situation. What emotions might they be experiencing? Are they likely to be nervous or fearful? If they are acting arrogantly, could that be masking inner doubts of their own?

If you are calling a meeting or initiating a difficult conversation, make sure you have spent some time engaging your empathy and thinking through the situation from the other person's point of view. How are they likely to be feeling in advance of this meeting? What is their reaction likely to be?

Understanding where others are coming from can help us to motivate and inspire others.

It's also important to remember the impact of our own actions on others for good or bad.

There is a theory called Betari's Box which shows very clearly that no one operates in isolation and you will no doubt recognise the point made by the following chart:



Both as individuals and leaders, we should be aware of the impact we have on others.

The power of personal responsibility

When you know yourself well, you can rely on that core of inner strength to control your emotions and guide your actions. You no longer have to worry about external factors such as others' energy (or lack of it), behaviours, desires and opinions. You have your own clarity and can take responsibility for what goes on in your life.

A good way to start is to set your own intentions every day. Marla Tabaka, writing for Inc., says setting daily intentions will change your life. She says that voicing intentions will take your mind off your problems and perceived limitations. Instead, it will place your focus on something that will have a positive focus on your life. Clearly stating how you *intend* to feel today instead of wishing that you felt better puts the power of change in your own hands.

Setting and living your intentions allows you to focus on who you are in the moment, to recognise and live your values and to raise your emotional energy, which in turn raises your physical energy.

It also provides a roadmap and reminder for how to live out each day. Intentions give you purpose, as well as the inspiration and motivation to achieve your purpose.

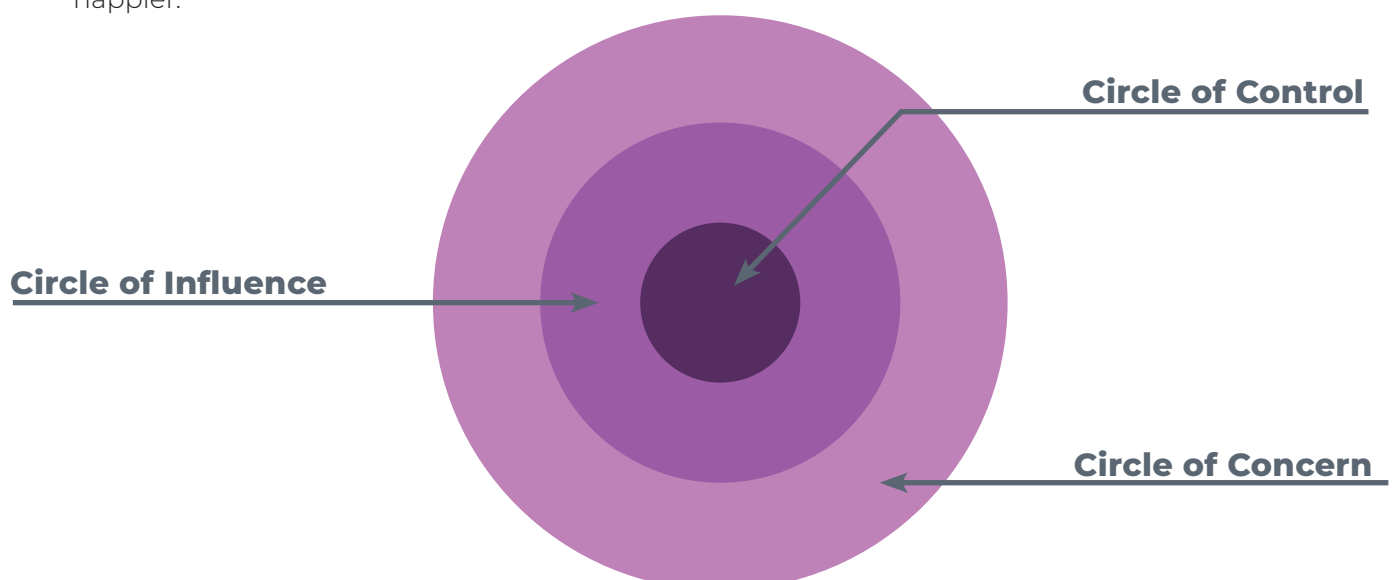
But don't confuse intentions with goals. They are about who you want to be, what you wish to contribute, and how you choose to interact with others; e.g. I will practice random acts of kindness today and create some happiness for another person.

Take five minutes each morning to sit quietly, take a deep breath, visualise your day ahead and think:

- What are each of the situations I shall meet today?
- How do I want to behave?
- What do I want to achieve?

Affirmations also help. Give yourself a positive mantra to reiterate throughout the day, e.g. "today I'm going to..." or "today I'm choosing to..."

Another way to stay positive is to stay within your circle of influence. Stephen Covey, author of 'The 7 Habits of Highly Effective People,' devised the Circles of Influence and Control as a practical tool to help people take responsibility for their concerns, and thus be more proactive, productive and happier.



You can use it by yourself. The idea is to draw a big circle on a large sheet of paper; write your areas of concern on sticky notes and put them in a circle. Write down everything you can think of that is affecting how you feel.

Now draw another smaller circle in the middle of the first circle, this is the Circle of Control. Review your sticky notes and move any that refer to things you can actually control into that new space.

Next, draw another circle inbetween the first two - between the circles of Concern and Control. This is called the Circle of Influence.

Consider the ways you could influence some of the things that are out of your control. Maybe you can't control them, but could you influence them? For example, could you create a better relationship with that person in I.T. who isn't very co-operative, in order to get more timely resolutions to some of those particular problems?

Go through all of the notes that are in the Circle of Concern and see if you can move them into the Circle of Influence. When you explore these further, if you think about them differently, you'll find that some of the concerns go into the Circle of Control.

Self-motivation

If you're currently experiencing a lack of drive, you'll be pleased to know that self-motivation, which Daniel Goleman identified as one of the crucial characteristics of emotional intelligence, is built on a number of skills, all of which can be learned. They are:

- Setting high but achievable goals
- Willingness to take measured risks
- Ability to accept and learn from feedback
- Developing awareness to identify and seize opportunities
- Developing resilience to cope with setbacks

So how can you set the sort of goals you are most likely to apply yourself to? Dr Edwin Locke spent many years researching the theory of goal setting, during which time he identified five elements that need to be in place for someone to achieve their goals.



Locke found that 90% of the time, setting specific and challenging goals led to higher performance than easier ones. It was important that they were clear, and contained things such as a personal mission statement or metrics. Research your goal thoroughly so you can be realistic. He also recommended asking yourself how excited you feel about it? It will be very hard to get motivated about something you can't care much about.

The goal must be challenging. It needs to be a stretch, something that will need commitment to stick with. If your goal is to change your behaviour in some way, commitment means you need to keep at it until it becomes a habit. Visualisations help, as do rewards along the way e.g. "I'll stop for a coffee when I've finished this report" or "when I've completed this project, I'll treat myself to that pair of shoes I have my eye on."

You will need to know where you are along the path, so set yourself milestones, at which you will check and review your progress. Schedule in feedback by asking others to help. Recruit a buddy or mentor who will help you reinforce your commitment, but will also be a good, critical friend.

Make sure you have sufficient respect for the complexity of the task. Give yourself time. There's that old question: How do you eat an elephant? Answer: In bite-sized chunks.

Don't get stressed out by the scale of your undertaking. Break it down into micro-resolutions and celebrate achieving each one.

Steps for successful goal setting

It's a project. Give it a name and a purpose.

Why do you want to achieve this goal? Craft your plan with the outcome you want clearly in mind.

Next make some time for visualisation, as outlined on pages 3-4. Imagine how things will be when you have achieved the goal. Sense what success feels like. That will give your motivation a boost.

Make a SMART plan

- Specific** Narrow down to make the goal as clear as it can be
- Measurable** What will be the evidence that you're making progress?
- Attainable** Can it be done in the time frame?
- Relevant** Does it fit with your overall longer-term objectives?
- Time-based** Set a realistic but ambitious end date

It's important, if it's going to be attainable, to break the overall goal into those bite-sized chunks and track your success as you go.

SPECIFIC	MEASURABLE	ATTAINABLE	RELEVANT	TIME-BASED
<ul style="list-style-type: none"> To be appointed Director by the time I'm 35 	<ul style="list-style-type: none"> Study up on strategic thinking; apply as I go along Gain experience of financial management by taking on project budgeting Attend 'Accelerated Leadership' course 	<ul style="list-style-type: none"> 2 year project, start in September By January In June next year 	<ul style="list-style-type: none"> This is the next step on the road to the C-suite 	<ul style="list-style-type: none"> End date: my birthday in June the year after next

And finally, a good tip is to share the goal. Announce that this is what you're working towards, whether that's to colleagues or your boss, or to friends and family. That way they will know what you're doing if they start to see changes in your behaviour or activity and will support you. And of course, once you've told people, it's that much harder to backtrack!

What if your motivation wavers? Don't give up. Think positively and:

- Look at your list of goals
- Prune it or work out a more realistic timeline
- Check your progress. You've probably done more than you're giving yourself credit for
- Take a break and carve out time for reflection
- Be kind to yourself
- If all else fails, give yourself a good talking to - or get your buddy to!

Passion is
energy. Feel
the power
that comes
from focusing
on what
excites you.

”
Oprah Winfrey

Energy

Part of leading yourself is maintaining your energy for the task.

The pressures of today's working world demand a lot of each of us. The need to do more, often with less resource, takes a physical and emotional toll and that's before you add in the uncertainties and changes wrought by a global pandemic.

McKinsey & Company did a study of the characteristics that drive and sustain top female leaders and found that **energy management was a common element of their success.** Those leaders understood exactly what drained and sustained them.

So think about your own energy levels. **Work with your body whenever you can.** Are you a lark or a night owl? Whichever it is, if you can schedule major project work when you are most alert and energetic, it will enable you to work to peak performance, literally power through what needs to be done and then have time to relax and renew.

Watch out for energy sappers. Things like stress, poor nutrition/hydration, excessive multi-tasking (which means you're not really concentrating on anything), noise, interruptions, boredom (activities that do not give you a sense of purpose), an uncomfortable environment or clutter, lack of self-esteem (get to know yourself, affirm your own self-worth, turn off Facebook and Instagram!) and taking on too much (learn to say no). If any of those resonate with you, make a plan to change it.

Equally, you will gain energy from **looking outwards and expressing positive thoughts and gratitude.**

There is nothing more precious than **the feeling that we truly matter,** knowing that we contribute value to the whole, and to be recognised for it. Expressing appreciation for others boosts your oxytocin, the hormone that promotes feelings of love, social bonding and wellbeing.

Be true to yourself

The TRUST formula

In his book 'The Trusted Advisor', David Maister has developed something called the TRUST formula.

CREDIBILITY + RELIABILITY + INTIMACY

= TRUST

SELF-ORIENTATED

The premise is that a person's credibility, reliability and intimacy (or openness), divided by one's focus on oneself, equals how much people trust us.

Less focus on oneself and more on others, builds trust more effectively.

People will ask themselves 'do I believe you?' Our credibility comes from our knowledge, the results we achieve, our links with others, the confidence we project and our communication skills.

Our reliability answers their question 'can I count on you?' Are we consistent? Do we do what we say we will do for others? Do we keep our word to ourselves too? Reliable people deserve and win our trust.

Intimacy is about how open we are with others and answers their question 'can I confide in you?' It's about how we share with others, allowing our vulnerability to show and our authenticity to shine through. It's also about keeping confidences, avoiding gossip and working to be open and honest in all we do.

All this builds a trust culture. If we are too focussed on ourselves and not looking outward to consider others' goals, needs, desires, beliefs and opinions, we eat away at that trust and once lost, it is incredibly hard to win back.

So we are commended to:

- **Get clear on our own values**
- **Check in on our own behaviour**
- **Practice the habit of daily intention setting**
- **Consider the impact of our words and actions on others**
- **Work on the TRUST formula**

Leading yourself

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Any topics you'd like to see on the everywomanNetwork?

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