

Foreword by Michael Brown, CEO and co-founder, City Year, Inc.

the
**SELF-AWARE
LEADER**

A Proven Model for Reinventing Yourself

BY DANIEL P. GALLAGHER *and* JOSEPH COSTAL

FOREWORD

At the November 1863 dedication of the Gettysburg National Cemetery, where tens of thousands of fallen Civil War soldiers had been buried, Secretary of State Edward Everett, then considered by many to be the era's greatest American orator, spoke for two full hours. Next to speak was President Abraham Lincoln. His speech, which would become known as The Gettysburg Address—"the words that remade America" according to historian Gary Wills—was all of 272 words long. Lincoln spoke with characteristic vision and humility. He called for a "new birth of freedom," emphasizing the Declaration of Independence and its call for equality as the founding ideal of our nation for which so many had just given their lives.

Only a self-aware leader could summon, on this somber and important occasion, the wisdom and perspective necessary to be as brief and modest as Lincoln—and yet to evoke a cause and ideal so much larger than self—and, as a result, to be as persuasive and history-making.

This same self-awareness led Lincoln to incorporate his political opponents into his cabinet, forming what historian Doris Kearns Goodwin called his "team of rivals." Rather than telling everyone around him what to do, Lincoln listened to his rivals, often replying with stories that would at once disarm and signal the way forward.

Lincoln knew that he cut an unusual figure for a president. His gangly physical appearance and country lawyer demeanor had a unique effect on people, and not one that necessarily commanded immediate respect or reverence among Washington's most powerful. Those who judged Lincoln too quickly based on his appearance or folksy approach to governing undoubtedly did so at their own peril. He was easily underestimated, especially by elites.

Few could argue that Lincoln did not embrace the concepts of self-awareness and reinvention that Dan Gallagher describes so compellingly in this book. Lincoln is perhaps the most self-aware leader this country

has ever had. He is also the one leader who not only saved the union, but also most reinvented the United States—as a nation that strove truly to live up to its founding declaration that “all men are created equal.” And although Lincoln’s death provided little time for America to witness the full measure of his magis—the wonderful Latin term for generosity of spirit that Dan Gallagher speaks of in this book—through his leadership he made us a more self-aware country. Lincoln’s magis echoes across our land today, like a beacon of grace, and a challenge for our time and all times.

In the pages that follow, Dan Gallagher speaks powerfully and persuasively about how the self-aware leader “reinvents self,” “reinvents others,” and “reinvents the business,” leveraging this reinvention for success whether in a for-profit or nonprofit organization.

As CEO and co-founder of a national education-focused service organization, City Year, I have been at the helm of an organizational reinvention during the past several years.

We started City Year in Boston with a simple yet powerful idea: young people have the idealism and energy to change the world. We set out to establish a demonstration site to prove that young people in national service can be an instrument for real change in society. We deployed a corps of idealistic young people to serve full-time for a year, helping nonprofits carry out a variety of community projects—including working in schools, building community gardens, and assisting seniors—while earning a small stipend and a post-service scholarship.

We developed a strong culture, based on values including empathy, diversity, inclusivity, and altruism, and focused on developing the leadership qualities and skills of the young people who serve in our corps. President George H.W. Bush provided our first federal support, and in 1993, when President Clinton founded AmeriCorps, he credited City Year—and a visit he made during his campaign to City Year headquarters—with inspiring the federal service program. Today all of our corps members are AmeriCorps members. Over the years, we expanded, adding new City Year sites in communities around the country.

And then nearly 20 years after our founding, we realized it was time for a reinvention. While we had succeeded at training future leaders and conducting quality service projects, we did not believe that we had cracked the formula for achieving an aggregate national impact against a problem that society critically needed to be solved. After an intense period of organizational reflection—and a deeper review of what was most pressing and relevant to the needs of the nation, we decided to focus our work exclusively on addressing the nation’s high school dropout crisis.

Every 26 seconds another student gives up on school in America, resulting in more than one million American high school students dropping out every year. In our knowledge-based economy, dropping out of high school is a fast track to an underclass. Dropouts are three times more likely to be unemployed and eight times more likely to be in prison than high school graduates. Studies have found that, if left unabated, the 10 million young people who drop out in the next decade will cost society \$3 trillion in social costs. With barely 50 percent of the nation’s young minorities graduating high school, access to a quality education (as U.S. Secretary of Education Arne Duncan has said) is the civil rights issue of our time.

Today, City Year unites young people of all backgrounds for a year of full-time service to keep students in school and on track to graduate. At City Year’s 23 locations across the United States and at two international affiliates, more than 2,000 highly-trained corps members serve full time in schools as tutors, mentors, and role models. By focusing on attendance, behavior, and course performance—indicators that research shows can identify which students are at risk of dropping out—City Year AmeriCorps members provide evidence-based, one-on-one, and whole-school interventions that help students and schools succeed.

Our transformation was not easy, but it has been deeply rewarding. We are seeing exciting results in the high-need schools where we serve.

Self-awareness has been—and continues to be—critical to this work. Our corps member leadership development model emphasizes reflection and self-knowledge, as well as other leadership skills. At the staff level,

Chapter Three

THE FOUR PILLARS OF REINVENTION

“If there is no struggle, there is no progress.”

—Frederick Douglass, American social reformer, writer

Attending professional conferences can sometimes be frustrating. Too often, when speakers share a model or philosophy, they fully cover *why* their ideas are necessary, but they fail to give functional advice on *how* to implement them. This book will not make this mistake. Not only will you learn that the secret sauce tastes so good, but you will also learn how to make it yourself.

The research related to the model in this book has proven that each of these pillars will drive your next reinvention. Without these critical skills, you will not be able to fully realize your potential. The four pillars include:

- an above-average network and support system
- a proficiency in critical and systems thinking
- a savvy perspective of the political landscape
- a courageous drive for *magis* (more for the good of others).

Now, you could stop right here and skip to the next chapter because you've seen the list. You know what ingredients make up the recipe. But then again, if you skip learning how to create the meal of the century, you'd be no better off than sitting at a conference listening to a thought leader tell you why but not how. It would be like taking the answers from the back of your workbook but never really learning how to answer the questions. Getting your homework done quickly works in high school but it doesn't work here.

This chapter connects the foundation of self-awareness to the goal of reinvention through four pillars. Then, the rest of the book defines how those pillars relate to the core model. These pillars are validated behaviors necessary to build your reinvention. In order to truly take advantage of this chapter, you must:

- Work to truly understand what each pillar means.
- Understand what this reinvention looks like (or could look like) in your daily work life.

The goal isn't just to learn them or list them. It's to live them.

Pillar #1: An Above-Average Network and Support System

Being connected is being productive. Building a network is like piecing together any strong team. You have to surround yourself with other productive people. This success demands a variety of players: superstars to utility specialists, veterans to rookies. Yet, few leaders commit to network-building with a similar vigilance. Why? Networking is not just about job hunting or cold calling sales prospects; it's about being connected to be productive.

Remember the old adage, "it's not what you know, it's who you know?" Nobody likes to believe this is true, but...it is. But there's a *huge* difference between an introduction and a handout. The former gets you in the door, the latter gets you what you need. Many people want to see you succeed. It's not a handout, because they won't give you a handout.

They won't give you something you don't deserve. What they will give you, if they like you enough, will be access to opportunity. They will give you a chance to help them grow their organizations.

Leaders today realize that who you know isn't a shortcut to success. It's the most traveled path to success. Effective networks help us turn "what we know" into action. More and more of today's businesses have become interdependent, thus fewer people control their own destinies. You have to invest in building a network of individuals who want you to succeed. And symmetrically, you need to wholly invest in the success of others. You must invest in others not as a leverage in your own career, but because success breeds success.

Networking: You Are Always On

In 2000, Commerce Bank hosted a relatively large recruiting event, to hire 20 branch managers. The core competency of a branch manager is to sell; they need to be able to walk into a room where they know no one and "work it." The event was designed to assess for those exact skills. All 100 candidates were told that the event started at 7:00 p.m. All hiring managers knew the actual program would not start until 7:20 p.m. Why is that 20 minutes important? It allowed the hiring managers to assess how many of the candidates would sit and wait versus how many would press the flesh and kiss the babies. By 7:30 p.m. half of all candidates were out of the running because they did nothing in that 20-minute exercise.

Stop looking at networking as a catalyst, and begin to see it for what it is: your ultimate team. Want a quick litmus test? Run through the following series of questions and see where you land.

- How many elevator rides at work do you need to take before you see someone you "know?"
- When you send an email, do people respond or do you generally have to follow up?
- When you hold a meeting, do people show up? How many of them are peers? How many are more senior members of your organization?
- When you ask for help, how many people raise their hands?

- How quickly do people respond to your voicemails?
- Who are the top three people you call when you need an answer but don't know where to find it? Do others list you on their top three?

The self-aware leader is a gardener, cultivating and caring. They not only plant new seeds, but they also care for the current crop. Networking is a meticulous promotion of growth in others, and thereby the continual renewal of our own status. It is a daily, routine-driven ritual; not a series of happy hour mixers or weekend conferences.

Overall, your value as a leader will boil down to how you treat the people within your network and support system. Ask more than you tell. **Strong networks are a means to information and information feeds self-awareness.** Commitment to the value of such a network will deliver the courage to walk into a room where you know nobody and build rapport, win allies, and create momentum.

To be as plain as possible, people want to help people they like. Strong networks are built the way all relationships are built: with time, trust, and shared interests. People will really listen when and if they really respect you, and that type of relationship can't be facilitated at a business card exchange.

Converging Your Network and Your Support System

There's a saying from the South: "If you ever see a turtle on top of a fence, know it didn't get there by itself." The point is that all leaders (and all people for that matter) need people to push them on good days and lift them up on bad days. Whether it is colleagues, friends, spouses, or mentors, being surrounded by an amazing support system will influence your success. They become vital to your productivity by helping you maintain your momentum.

A strong network can and will guide your decisions and influence your judgment. It will serve as an informal focus group. Leaders that can blend their network and support system take things to the next level. A support system is a much deeper relationship than a network and

therefore has a different purpose. It can be trusted completely either on a personal front, professional front, or both. It's the type of person you call on for a trusted perspective in confidence.

Most leadership positions today don't come with binders explaining how to be successful. Whether you are on day 10 or year 10, nothing important is turnkey. Leaders must learn the ropes along the way, and having people you can respect and trust is invaluable. Likewise, having others that respect and trust you turns followership into massive, influential networks. These networks give way to a much more permanent type of power. The power that emerges from a network and support system built on trust and respect and genuine care for one another creates a bond of solid oak.

Pillar #2: A Proficiency in Critical and Systems Thinking

I have consistently benefited from a series of very tough teachers. First, my mother is an English teacher who made summer vacations more academically challenging than regular homework in the school year. Second, my favorite college professor (Mr. Burke) made me write and rewrite paper after paper until I “got rid of the clutter.” And finally, my children have been amazing teachers. They teach me over and over that I cannot control everything regardless of how good my idea is or how passionate I am. What do all of these teachers have in common? They taught me to question everything and look at the big picture. They taught me that true understanding is not just memorization. They taught me how to think on my feet.

Seeing What Others Don't

Leaders who rise above the rest don't just see what's there; they read between the lines and see what others don't see. They see the potential answers while others are still harping on the problems. They think on their feet, but also realize that it is just the first step. These leaders go a step further as they dissect complexity. They ask more questions and gain

more clarity. They question the obvious until it becomes absolute. They serve as their own risk managers and their own sales managers. They sit on what they think is the right answer until just the right moment. Academics may teach the science of thinking, but experience teaches the art—the street smarts.

There are two types of thinking that drive the success of reinventors: **critical thinking and systems thinking**. The former is a methodology that calls for a constant questioning of the status quo in order to create more substantive solutions. Critical thinking is often perceived as only process improvement or problem solving but can also be a form of brainstorming and idea creation. The latter, systems thinking, highlights relationships between related aspects of an organization by recognizing the cross-functional impact of decisions. For example, if marketing has a new promotion, systems thinking considers the impact to functional teams like customer service and operations. To a large degree, this one-two punch is a combination of left brain/right brain thinking (critical thinking represents the right side and systems thinking represents the left side). Individually, each is strong, but when employed in tandem, a powerful leader emerges.

The Recipe for Dual Proficiency

The perfect recipe for driving dual proficiency in critical and systems thinking includes: three parts data, two ounces of brevity, and a splash of “splash.”

Three parts data: Strong cases for reinvention utilize and respond to data. If you ever took a statistics class and hated it, you know that data can often be spun to reflect need. Yet, the reality is that executives thrive off data. Martha Soehren, Comcast’s Chief Learning Officer, has a saying: “In God we trust—for all others, I need data.” But data is much more than creating or reviewing reports. Critical thinking investigates the data for patterns within the trends. It creates a baseline to measure success against. Systems thinking uses data to realize how change might effect an entire organization. It engages all parties influenced by this change in defining the problem, the desired outcome, and the solution.

Two ounces of brevity: Proficiency must play to an executive's attention span. It must fit within the confines of their desire to talk more than to listen. Maureen Cullen, the former vice president of development at Saint Joseph's University, was a stickler that fundraising proposals be less than one page. She would turn back tremendous ideas because of verbose presentation. Many found this irritating at first, but once the lessons were learned, it all made sense. As Granville Toogood said in *The Articulate Executive*, you have eight seconds before people begin passing judgment on what you are about to say. Strive for brevity. Think of problem statements and the desired outcomes in terms of one sentence each. Executive summaries should never exceed one page. Comcast now teaches middle managers Maureen Cullen's one page lesson. They hate it too...at first.

One splash of "splash": Critical thinking can potentially trap you in a land of perpetual "what if's." Systems thinking analyzes the upstream and downstream impact across an organization. Strong business cases make big splashes, but there's a difference between making waves and making a splash. One key difference: splash is not about *you* being sexy, it's about the *idea* being sexy. For example, the idea may fuel your organization's commitment to diversity or sustainability. To create splash you need strong perspective.

Proficiency in critical and systems thinking is not about employing a specific model. It's about having a mindset that thinks about the progress and growth of an entire organization. It's easy to be blinded by the day-to-day challenges that task you with keeping your head down and getting the work done. The reinvented leader has the courage, strength, and persistence to keep their head above water and look out over the horizon at something new. Once a middle manager makes this adjustment of consistently balancing the strategic and tactical worlds, they never look back. The edge of critical and systems thinking simply become standard operating procedure for them.

Pillar #3: A Savvy Perspective of the Political Landscape

The course of our careers brings us face-to-face with a cast of thousands. There are leading men and ladies, action heroes, character actors, villains, and even walk-on extras with no lines. The roles constantly change, but when the curtain falls, your star power will depend not only on how well you've played your part, but also on how well you've navigated a minefield of egos, sensitivities, grudges, and deception. And that's all before lunch.

Political Work or Political People?

Too many leaders try and categorize politics into two classes: people and projects. They will refer to projects or meetings as being political. The reality is that projects aren't political, the people working within them are. In other words, if Suzanne is working on a customer retention project, it's not the topic of customer retention that is political. It's the fact that Suzanne has to work with Shannon to make the project move. Influencing Shannon is the key to Suzanne influencing customer retention. If Shannon jumps on board, Suzanne can fly. If Shannon is looking to undermine Suzanne, then the fight for power, progress, and success begins.

Politics is intimidating. Not everyone wants to or likes to play in that arena. But shying away from politics is career-limiting. You have to play the game. On the other hand, positioning, leveraging, and posturing for success can make some organizations look like air traffic control rooms. Politics affect project visibility, project funding, obstacles, rewards, and so many other things. Positional power can bring high honors and recognition, but if that power isn't managed proactively, it backfires.

"Power corrupts and absolute power corrupts absolutely."

—Lord Acton, *English Catholic historian, politician, and writer*

Office politics, at the end of the day, are surprisingly similar to playground politics. Some kids are picked first for the dodgeball team because they are talented athletes. Others are picked because if they are not picked, they will become angry. Angry kids are likely to expose you and attempt to dethrone you as team captain. You can't change that, so don't worry about it. Instead, seek to understand who is working with and against you. Sure, there are a handful of people who will just not like you and your style—they are likely insecure and thus looking to outdo you. But for the most part, it's more the person's interest in the project. Just remember, it's the person that's political, not the project.

Think about leaders you have seen who are great with frontline employees working in the field. They'll go toe-to-toe with their bosses, their peers, and can easily hold their own. But put them in front of a senior executive, and *bam*, they don't believe they should even be in the same room. They fear the zeros at the end of the executive's paycheck and it's so obvious. It's debilitating. If you fear the executive on the other side of the mahogany desk, then you are less likely to speak your mind, push back on an idea, or even take a risk. This is the difference between successful leaders and forgotten leaders; successful leaders have the courage to overcome the fear and make a move.

Doing Nothing Is an Action

Many Type A personalities work too hard and play only to win. This directly affects what leaders say and don't say or do and don't do as they assimilate into a new role or a new project. One can learn a lot simply from observing others and what not to do when trying to right the ship. It says much about the soul of an organization and which way the tides are going. As Michael Watkins points out in *First 90 Days*, learning and listening is initially more important than acting. The self-aware leader is professionally patient. She understands that sometimes she must slow down in order to move things forward. Everyone warns against being "the ostrich" of your organization. While sticking your head in the sand leaves your posterior exposed, it doesn't hurt to not always be the center of attention. There's no harm in avoiding the beast until you learn the

nature of it. Timing is critical. Pace yourself. Manage your desire to just get ‘er done.

In the arena of power and politics, biting your tongue is a skill. This is not to imply that leaders should not speak their minds, but it’s important that leaders realize that they cannot *always* speak their minds. When your organization’s or manager’s ideas of success are inconsistent with your own, it can be difficult to keep your inner conflict invisible. Asking the question, “What will success look like?” when faced with any new opportunity, from job interviews to new projects buys you more time to observe and learn. It’s important this becomes more than just a “great question.” The answer is very important. Whenever someone asks it, he already has a version of the answer in his head. In reality, the question is asking, “So, are our ideas of success the same?” This more professional game of “are you thinking what I’m thinking” can expose disconnects in perception and preempt future conflict. If conflict does exist, the self-aware leader has another decision to make. Does she express the conflict and make it visible, or does she wait?

While there is no easy prescription to offer in this situation as there are too many variables that could influence the best approach, there are some key things to always consider. First, choose battles wisely. Second, decide when and how to speak up based on the potential severity of consequences. Third, know that sometimes the smartest person in the room has the answer but also has the wisdom not to express it. Make the right answer someone else’s idea. Sometimes, empowering others to give the right answer is not only good leadership, but it also provides a way to get others thinking about solutions. Great leaders know the answers to their own questions, and know why it’s important to ask the question anyway: questions create activity.

Pillar #4: A Courageous Drive for Magis (More for the Good of Others)

This last pillar was my first true love with this model. There are plenty of savvy people who have strong networks, skills, and experiences. Yet, some never see their long-term potential fulfilled. What are they missing?

Being Good for Your Organization

Being “good” at work is not only about numbers or sales or goals. These things may make you an amazing practitioner, but they will never make you a leader. Leadership is about *doing* good *in* your organization, as much as it is about *being* good *for* your organization.

The Latin term *magis* (meaning “more”) represents the goodness of service by asking: “What more can I do for others?” While it has religious roots in Suarez as well as the work of Saint Ignatius, founder of the Jesuits, the use of the term here is completely agnostic.

The Roots of Magis

Francisco Suarez was a 16th century Spanish philosopher and Jesuit priest. Many of his teachings established the foundations for modern Catholicism. The Catholic Education Resource Center synthesizes his core values by informing us that Suarez believed:

“The objective of society is to optimize the common good. This requires not only an awareness of the ultimate good for humans, but also a means of assuring that the good of the whole does not annihilate the good of some individuals.”

Now reread the sentence above and substitute the word *leadership* for the word *society* and *employees* for the word *humans*.

Think about the most successful people you have met. What do they all have in common? Instead of using a competitive urge to outdo someone else, they are driven by a competitive spirit to push progress for the

good of others. This is magis. Magis is as simple as an extended hand. It's an email with background information that wasn't asked for but is vitally important. It's a pat on the back or a heads-up to a colleague about trouble ahead. It's the perspective that we go to work as part of a journey, not as a destination. It's the insight that we are only as successful as we are good—all of us. It's about putting team success before individual success.

To do this well and consistently, one must have significant courage. Why? You leave yourself vulnerable to those who do not value magis. But what if you find yourself in a scenario where your firm's values trump and even define your values? This is what it means to sell your soul to the firm. Self-aware leaders bring themselves into their work rather than vice versa.

The Three Keys to Exercising Magis

1. **Be authentic.** If you don't want to incorporate this value as part of your rules, then don't. There's nothing worse than someone who fakes magis. It will significantly backfire, so look within and make sure you want to commit to this characteristic. You can be aggressive with your career and still be service-oriented. Keeping a corporate eye out for others doesn't mean leading exclusively with your heart. It means that if you make an investment in someone else, you are ok if there's no returned favor. You did it because it helped, and because helping was the right thing to do.
2. **Be intentional.** Magis must be focused on something or someone. It's not pixie dust you sprinkle in the air and hope for the best. Magis requires strategy. Why does goodness matter in this case? This is not meant to create a spirit of Pollyanna. It's meant to be specific. So how do you pick the person or the situation? It's all based on judgment and trust. For some reason you need this person involved to move your work forward. Ask why you got hired into your role versus the other 57 resumes your hiring manager reviewed. It's a calculated risk based on past performance and future potential. But it's also a gut feeling on who will be a good fit and a good team player.

- 3. Be committed.** Your belief in magis will be tested the first time someone takes advantage of you. It will be a definitive moment each time it happens. When it does, will you conform to the methodologies of others, or will you find success in ways that stay consistent with your values? It's an individual decision that cannot guarantee it will bring you more money. It may not affect the title on your business card. Yet, magis does have one selfish element: you decide the values to live by. That is where the courage is needed. Courageous leaders stay true to their values and take risks that promote the success of others.

Pints and Leaders

My brother-in-law Chuck is a genius. He never graduated college, but he built his own house. He's that guy that didn't follow the traditional path, never aspired to be senior vice president of whatever, and yet he'd crush you in Trivial Pursuit, and then excuse himself to go back to rebuilding his computer. One of the most professionally fulfilling conversations I ever had with Chuck was when I asked him about his perception of the difference between good and great leaders. His answer, with no hesitation, was "beer." At first I thought he was being a jerk, but then I realized that he was totally serious. He meant that great leaders are the ones you'd want have a beer with—and if you asked them, they actually would.

Go ahead and think for a moment of the people who you have most admired in leadership roles throughout your career. How many of them would truly cherish sharing a perfectly poured Guinness?

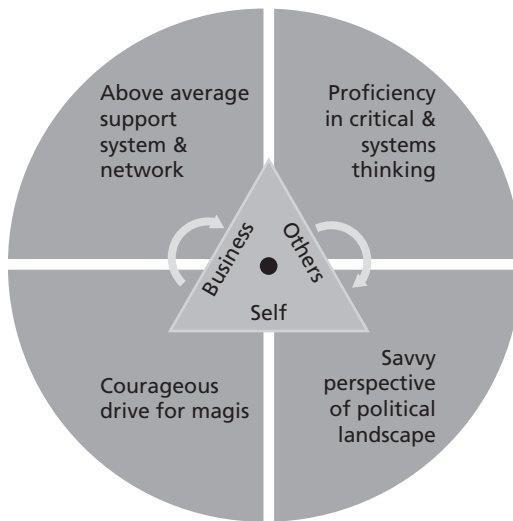
Fundraisers quickly learn that people will give you their money before they give you their time. Donors would say here's a \$250 check, now please leave me alone for another year. The same thing happens at work. Bosses depend on raises to grow loyalty. The problem with this approach is that research indicates that the excitement of a pay increase only lasts two pay periods. After that, the new salary feels normal, so the buzz is killed. Yet when an employee feels that a boss has taken a "personal interest," the effects can be long-lasting. Again, think back on your favorite boss of all time—would you have left working for her if offered a

10 percent raise somewhere else? Would that have been a good decision 10 months later? Being around good people means more than being paid 10 percent more.

Connecting Self-Awareness, Reinvention, and the Pillars

The introduction of these pillars represents the final step in laying out the visual models within this book. You started by learning the foundation of self-awareness. You then learned that if you use this self-awareness to drive reinvention, you can reinvent in three different ways. This final element connects the two.

The Self-Aware Leader



Grow your self-awareness in order to reach your full potential. Work to effectively implement each of the pillars and you will not only see success in your work, but also in the work of others.

	Reinvent Self	Reinvent Others	Reinvent the Business
The Foundation: A strong self-awareness.	Allows you to understand how others perceive you and how that affects your brand.	Allows you to have confidence that adding value to others will add value to you.	Allows you to see how others will perceive the idea coming from you (versus from someone else).
Pillar #1: An above-average network and support system.	Connects you to resources and positive reinforcement on your new direction.	Connects you with more and more opportunities to set others up for success—you are a hub.	Connects you to the right sets of ears that may listen to your ideas.
Pillar #2: A proficiency in critical and systems thinking.	Creates visibility as a generator of new ideas and shows versatility in thought.	Creates a distribution to conjure up momentum for your new ideas.	Creates a disposition that you are in tune with growing the business.
Pillar #3: A savvy perspective of the political landscape.	Paces you past elephants and land mines to your destination.	Paces how and who you align with as friends, enemies, or otherwise.	Paces your drive with when and how to introduce your plan.
Pillar #4: A courageous drive for magis (more for the good of others).	Gives your drive a foundation set in values that are all about creating a better world.	Gives you permission to do good for others with no expectation to see a favor returned.	Gives you an edge that the win for the business doesn't have to be all about you.

Specifically, the research on this book highlighted the following conclusions:

- Self-aware leaders see more job opportunities and more project opportunities than those who are not self-aware.
- Self-aware leaders who are above average with pillar #2 (critical/systems thinking) see 34 percent more direct reports promoted and 22 percent more promotions themselves.
- Self-aware leaders that also exercised pillar #2 (critical/systems thinking) and pillar #4 (drive for magis) the most had the greatest

success building trust, delegating work, improving performance, and coaching team members.

- Self-aware leaders that showed the most proficiency with pillar #3 (political savvy) had the most sense of security with their job and were the happiest with the pace of their career progress.
- Self-aware leaders who were above average in pillar #4 (drive for magis) had a 21 percent higher promotion rate of direct reports and 19 percent higher promotion rate of self.

The strength of this model can come from outcomes like those listed above or simply from the architecture. If you are a student of architecture you know there are many different types of pillars. They come in different shapes and sizes but every pillar has the same purpose—to manage stress conditions. Pillars transfer weight and while some are decorative and others functional, they all have a purpose. The same is true with these four pillars, only they are not either decorative or functional, they are both. Today pillars take the form of studs embedded within walls. You cannot see them but you know they are there.

Chapter Summary

The four pillars of reinvention connect the base of “self-awareness” with the drive for reinvention. Each of the four pillars has been validated by research and together they prescribe the specific leadership behaviors that encompass self-awareness. The pillars are:

- an above-average network and support system
- a proficiency in critical and systems thinking
- a savvy perspective of the political landscape
- a courageous drive for magis (more for the good of others).

These pillars represent the architecture of the leadership model presented in this book. The rest of this book talks about carrying the weight and managing the stress as it exists in today’s work world. You now have the model and all of its elements. Now it’s time to learn about application.

Table of Contents

Forewordxi
---------------------------	-----

Introduction	xv
-------------------------------	----

Section One: The Foundation

Chapter 1: The Self-Aware Leader's Advantage	1
---	---

A Disclaimer	2
------------------------	---

The Middle Management Profile	2
---	---

The Study of Self-Awareness	3
---------------------------------------	---

Is It Them or Me?	9
-----------------------------	---

Two Sides of the Same Coin	10
--------------------------------------	----

What's the Advantage of Self-Awareness?	14
---	----

Chapter Summary	15
---------------------------	----

Chapter 2: A Proven Path for Becoming a Self-Aware Leader	17
--	----

Ben Franklin's Influence	18
------------------------------------	----

The Definition of Reinvention	19
---	----

Ben Franklin Meets Ed Cogan	26
---------------------------------------	----

Chapter Summary	30
---------------------------	----

Chapter 3: The Four Pillars of Reinvention	31
---	----

Pillar #1: An Above-Average Network and Support System	32
--	----

Pillar #2: A Proficiency in Critical and Systems Thinking	35
---	----

Pillar #3: A Savvy Perspective of the Political Landscape	38
---	----

Pillar #4: A Courageous Drive for Magis (More for the Good of Others)	41
--	----

Connecting Self-Awareness, Reinvention, and the Pillars	44
---	----

Chapter Summary	46
---------------------------	----

Section Two: The Application

Chapter 4: Professional Authenticity	51
---	----

Gail From Accounting	52
--------------------------------	----

Defining Me	53
-----------------------	----

Is Your Normal Different Than My Normal?	54
--	----

Common Obstacles to Professional Authenticity	56
Assessing Your Own Professional Authenticity	58
Increasing Professional Authenticity	61
Assessing Your Team/Organization’s Professional Authenticity	65
Chapter Summary	67
Chapter 5: Profitable Imagination.	69
Think Different	69
Managing Your Brand	71
Profitable Growth	72
Two Philosophies on Profitable Growth	74
Four Ways to Increase Your Profitable Imagination	75
Will You Share Your Dreams With Others?	80
Chapter Summary	82
Chapter 6: Generosity Quotient™	83
A New Way of Giving	84
Give Me a Break	85
The Generosity Quotient™ Model.	86
The Generosity Quotient™ Model in Action	88
Increasing Your Generosity Quotient™	90
Generosity Quotient™ Assessments and Exercises	92
The Piggyback Ride	96
Chapter Summary	97
Chapter 7: Think Like a General Manager	99
How Do You Define Success?	100
The Four Buckets Exercise	101
Four Ways to Think Like a GM	104
Chapter Summary	111
Chapter 8: Feed a Family vs. Solve World Hunger	113
Scoping the Lift	114
Comcast’s Action Learning Project	114
Target vs. Bull’s-Eye	116
Crafting Problem Statements and Desired Outcomes.	117
The PS/DO Exercise	119
Laser Focus as a Reinvention Strategy	121
Chapter Summary	125

Chapter 9: Who You Know and Who Knows You	127
Ten Thousand Cups of Coffee	128
Numbers Help, But Trust Works Better	129
Analyze What vs. Who You Can Access	132
Six Tips on Growing Your Network	135
Networks, Support Systems, and Reinvention	137
Chapter Summary	138
Chapter 10: Connect the Dots and Spur Innovation	139
The History of Connecting the Dots.	140
More Thoughts on Patterns.	141
Seeing the Connections	143
Applying Connecting the Dots in Your Organization.	146
Chapter Summary	148
Conclusion	149
Lessons From the Plovers	150
Professional Patience	151
Your Turn.	153
Appendix	155
Closing Thoughts.	166
References	167
Index	169
About the Authors	175