

# *Greg Giesen & Associates*

*Presents*

## **Leading From Within**



*Leading From Within* is an intensive three-day / three-night workshop designed to help participants achieve optimal performance as leaders in both their personal and professional lives. Through the use of a variety of stimulating and challenging activities, participants will walk away from this workshop with a renewed sense of purpose, vision and enhanced leadership capabilities.

**With Greg Giesen**

[www.leadingfromwithin.net](http://www.leadingfromwithin.net)

## About Greg Giesen

Greg Giesen has been involved in management development and training since 1980. With a masters degree in personnel services and counseling from Miami University, Greg spent nine years counseling, training and implementing programs as the director of student activities on the campuses of Washington University and the University of Redlands. Following his higher education experience, Greg joined the world headquarters' staff of Toastmasters International, where he managed the membership and club development department.

Greg came out to Colorado in 1990 where he joined the management development department at Mountain States Employers Council. During his tenure at MSEC, Greg designed and presented over twenty different training courses to member companies throughout the United States.

In 1998, Greg created Greg Giesen & Associates, Inc., a leadership and management development organization out of Highlands Ranch, Colorado. His company's specific focus areas include:

- **Keynote/Motivational Speaking**
- **Employee Conflict Resolution**
- **Management Coaching**
- **Team Building**
- **Executive Team Retreats**
- ***Leading From Within* Workshop**

Greg is also the architect and lead-facilitator for the workshop, **Leading From Within**, a highly successful three-day, three-night intensive leadership development workshop designed to help participants achieve optimal performance as a leader in both their personal and professional lives. Now in its eleventh year, Leading From Within was recently awarded Best Practices in Training Programs by the American Society for Training & Development.

In addition, Greg teaches graduate courses at the University of Denver in the areas of public speaking, leadership, organizational conflict, and team development and was recently honored with the distinction of *Master Teacher*. He has also written three books on Creating Authenticity, including his latest book, *Ask Dr. Mac: Take the Journey to Authentic Leadership*. *Ask Dr. Mac* recently won a bronze medal for best business fable from the 2008 Axiom Business Books Awards. Greg can also be heard weekly on his talk show, *Leading From Within*, on [www.LATalkRadio.com](http://www.LATalkRadio.com).

### **Greg Giesen's Keynote/Motivational Topics:**

- Conflict in the Workplace: Who's to Blame?
- Authentic Leadership: Five Keys to Living and Leading Life with Purpose & Passion.
- Eight Simple Rules to Resolving Conflict and Improving Relationships.
- Playing With Purpose: How to Create a Life worth Living.
- Ask Dr. Mac: Answers to Today's Top Employee and Management Concerns.
- New Year's Resolutions: Six Keys to Making Commitments that Stick.
- Tuckman Tweaked: Understanding the Stages of Group Development.

Greg lives with his wife Tanya in Highlands Ranch, Colorado.

# OBJECTIVES

- To gain a whole new self-awareness regarding your ability to lead your life with purpose, passion, and integrity.
- To become aware of how to integrate your true leadership abilities into all facets of your life.
- To develop the resources and skills needed to lead your life as an authentic leader.
- To identify unwanted patterns of your past and re-create new patterns to live and lead by.
- To create your own unique personal leadership vision and purpose that will guide you to optimal performance in both your personal and professional world.



*I've learned to see happiness not as something that happens to me, but as something I do; not as something I get out of life, but as something I bring to life.*

-Dan Millman

# FIVE STAGES OF LEADERSHIP

## STAGE 5: PERSONHOOD

Respect: People follow because of who you are and what you represent.

## STAGE 4: PEOPLE DEVELOPMENT

Reproduction: People follow because of what you have done for them.

## STAGE 3: PRODUCTION

Results: People follow because of what you have done for the organization.

## STAGE 2: PERMISSION

Relationships: People follow because they like you.

## STAGE 1: POSITION

Rights: People follow because they have to.

\* Source: *The Leader Within You* by John Maxwell



# QUALITIES GUIDING AUTHENTIC AND FUNCTIONAL SELF

## AUTHENTICITY

*Leading from the Inside Out*

**Transforms:** Opens up  
Possibilities and potentialities

**Guided By:**

Authenticity  
Purpose  
Openness  
Trust  
Compassion  
Courage  
Inclusion  
Creating Value and Contribution  
Balance/Centeredness  
Fluidity/Adaptability  
Peaceful Presence

## FUNCTIONALITY

*Leading on the Outside*

**Protects/Copes:** Limits  
possibilities and potentialities

**Guided By:**

Image  
Safety/Security  
Control  
Fear  
Self-Interest  
Avoidance  
Exclusion  
Winning at all Costs  
Distraction  
Resistance to Change  
Uneasy Presence

\* Adapted from *Leadership From The Inside Out* by Kevin Cashman



*Authenticity is the single most important quality of leadership. You cannot 'get authentic' by delivering a great speech. It is demonstrated day-to-day through thousands of micro-behaviors.*  
-Bob Kidder

## **YOU KNOW YOU'RE BEING AUTHENTIC WHEN:**

- You are open to experiences without censorship or distortion.
- You enjoy feelings of connectedness with others and with nature.
- You lose interest in judging other people.
- You feel free to respond rather than react to life events.
- You readily take the road less traveled to broaden your perspective and get away from routine and habit.
- Your past does not “dictate” your future or your ability to be in the present moment.
- Your everyday actions are in alignment with your values.
- You are more concerned in being true to yourself than to what others think of you.
- You stop defining yourself by the roles you play.
- You lose interest in the ability to worry.
- You can laugh at yourself and admit imperfection.
- You have overwhelming episodes of appreciation.
- You have frequent attacks of smiling.



# LEADING FROM WITHIN

by Greg Giesen



Much like the lighthouse that provides guidance and direction for sea-bearing vessels, leaders must become the beacon of light in their own lives before they can effectively lead others.

As we have come to learn, true leadership is not about a title or a position in an organization. Nor is it about a person's genetic make-up, level of education or socio-economic status. Leadership is a way of being. Effective leaders are those who lead by a set of core values that reflect who they want to be in the world as well as the contribution that they want to make. These leaders show up in all endeavors as the same person guided by the same principles. They lead with integrity, passion and an unresolved commitment to making a difference in the lives of those they touch. This to me is truly leading from within. As author Kevin Cashman says in his book, *Leadership From The Inside Out*, "Who we are says as much about us as a leader as the act of leading itself."

The following steps are critical in leading from within:

## 1. Define It!

Leaders need to first identify their core values, purpose and *personal* leadership visions. These three components together form the road map which guide and direct leaders on a daily basis and in all facets of their lives. Once identified, leaders can then transform these foundational principles into their values, purpose and leadership visions at work.

## 2. Get Behind It!

The next step involves creating accountability and support around these important principles. To do this, it is critical for leaders to share their values, purpose and visions with those around them, whether at work or at home. By enrolling people in this process, leaders are able to not only create a support system for themselves, but also create a feedback loop that empowers people to let them know when they have gotten away from their visions.

## 3. Exemplify It!

It is vitally important for leaders' everyday actions to be in alignment with their values, purpose and personal leadership vision. Being inconsistent or "ho hum" about their vision will very quickly sabotage any previous efforts made towards self-improvement. Inconsistency can also breed distrust, both internally and externally. Therefore, it is of

the utmost importance for leaders to consistently show up as the person they have declared themselves to be.

#### 4. Learn From It!

Leadership development is an ongoing process that involves a continuous improvement plan. Continuous improvement could involve seeking out feedback on a regular basis or taking skill-based classes and workshops. Leaders need to revisit their personal leadership vision bi-annually and make any necessary revisions. The point is that continuous improvement is a never-ending component of personal leadership. Remember, when leaders stop learning, they also stop growing.

#### 5. Refine It!

Finally, leaders must hold themselves accountable. They can accomplish this by creating three powerful questions that they can ask themselves on a daily basis. These questions provide the ongoing awareness and self-assessment to keep their values, purpose and visions in the forefront at all times. For example:

1. What did I do today to demonstrate my commitment to my values, purpose and vision?
2. What did I learn about myself today that will help me become a better leader tomorrow?
3. How do I need to show up tomorrow to make a difference with those I come in contact with?

The five steps above can assist leaders in becoming leaders in their lives and not just in the workplace. It is important to remember that leadership is not about a switch that gets turned on or off but rather about how a person shows up in the world.



*What we think or what we know or what we believe is, in the end, of little consequence. The only consequence is what we do.* - John Ruskin

# WHAT I VALUE MOST

- |  |  |  |
|--|--|--|
| <input type="checkbox"/> Personal Growth             | <input type="checkbox"/> Friendship      | <input type="checkbox"/> Physical Challenge  |
| <input type="checkbox"/> Advancement and Promotion   | <input type="checkbox"/> Simplicity      | <input type="checkbox"/> Rationality         |
| <input type="checkbox"/> Challenge                   | <input type="checkbox"/> Service         | <input type="checkbox"/> Power and Authority |
| <input type="checkbox"/> Affection (love and caring) | <input type="checkbox"/> Helping Others  | <input type="checkbox"/> Privacy             |
| <input type="checkbox"/> Authority                   | <input type="checkbox"/> Neatness        | <input type="checkbox"/> Spiritual Growth    |
| <input type="checkbox"/> Competence                  | <input type="checkbox"/> Honesty         | <input type="checkbox"/> Recognition         |
| <input type="checkbox"/> Perseverance                | <input type="checkbox"/> Independence    | <input type="checkbox"/> Adventure           |
| <input type="checkbox"/> Intellectual Status         | <input type="checkbox"/> Achievement     | <input type="checkbox"/> Self-acceptance     |
| <input type="checkbox"/> Raising a Family            | <input type="checkbox"/> Helping Society | <input type="checkbox"/> Competition         |
| <input type="checkbox"/> Creativity                  | <input type="checkbox"/> Pleasure        | <input type="checkbox"/> Security            |
| <input type="checkbox"/> Inner Harmony               | <input type="checkbox"/> Self Control    | <input type="checkbox"/> Health              |
| <input type="checkbox"/> Public Service              | <input type="checkbox"/> Tradition       | <input type="checkbox"/> Aesthetic           |
| <input type="checkbox"/> Community                   | <input type="checkbox"/> Appearance      | <input type="checkbox"/> Stability           |
| <input type="checkbox"/> Intimacy                    | <input type="checkbox"/> Play            | <input type="checkbox"/> Belonging           |
| <input type="checkbox"/> Prosperity                  | <input type="checkbox"/> Communication   | <input type="checkbox"/> Diplomacy           |
| <input type="checkbox"/> Consensus                   | <input type="checkbox"/> Wisdom          | <input type="checkbox"/> Respectful          |
| <input type="checkbox"/> Teamwork                    | <input type="checkbox"/> Courageous      | <input type="checkbox"/> Environment         |
| <input type="checkbox"/> Fairness                    | <input type="checkbox"/> Integrity       | <input type="checkbox"/> Forgiveness         |
| <input type="checkbox"/> Peace                       | <input type="checkbox"/> Tolerance       | <input type="checkbox"/> Fame                |
| <input type="checkbox"/> Time Freedom                | <input type="checkbox"/> Religion        | <input type="checkbox"/> Education           |
| <input type="checkbox"/> Self-Respect                | <input type="checkbox"/> Knowledge       | <input type="checkbox"/> Order               |
| <input type="checkbox"/> Nature                      | <input type="checkbox"/> Loyalty         | <input type="checkbox"/> Location            |
| <input type="checkbox"/> Leadership                  | <input type="checkbox"/> Taking Risk     | <input type="checkbox"/> Excellence          |
| <input type="checkbox"/> Ethical Practice            | <input type="checkbox"/> Excitement      | <input type="checkbox"/> Decisiveness        |
| <input type="checkbox"/> Cooperation                 | <input type="checkbox"/> Meaningful Work | <input type="checkbox"/> Involvement         |
| <input type="checkbox"/> Being in a Family           | <input type="checkbox"/> Happiness       | <input type="checkbox"/> Safety              |
| <input type="checkbox"/> Commitment                  | <input type="checkbox"/> Being Present   | <input type="checkbox"/> Acceptance          |
| <input type="checkbox"/>                             | <input type="checkbox"/>                 | <input type="checkbox"/>                     |

## Step 1: What I Value Most

From the list of values, select the ten that are most important to you. Feel free to add any values of your own.

## Step 2: Elimination

Now narrow your top ten values down to five; the five that you absolutely could not live without.

## Step 3: Articulation

From those five, pick three that you would be willing to talk about to the group.

- Specifically:
- 1) What the three values are
  - 2) What they mean to you
  - 3) How they show up in your life

*Whatever is flexible and flowing will tend to grow. Whatever is rigid and blocked will wither and die.*

-Tao Te Ching



# THE BOOK OF YOUR LIFE

*If you were to write an autobiography (Part I) about your life thus far:*

1. What would be the most fitting title of your book and why?
2. What section of the bookstore would we primarily find your book (i.e., fiction, romance, comedy, self-help, historical, etc.)?
3. Whose *endorsement* would mean the most to you for the cover of your book?
4. If a book club invited you to speak to their members and particularly asked that you share the most inspirational story from your book (on your life), what story would you tell them?
5. If a book critic were to critique your book (thus far) based on entertainment value, inspiration, and meaningfulness to the common folk, what would they say?
6. What would you like to be different from this point forward?

# YOUR AUTOBIOGRAPHY COVER

## QUESTIONS TO PONDER

1. What *defining moments* in your life were instrumental in making you who you are today?
2. What is your *purpose* in this lifetime? Can you define it in one or two sentences?
3. Identify three to four *success factors* that you use to measure how effectively you are living your life today?
4. Who is your *authentic self* and how does it compare to your *functional self*?
5. Who in your life would you consider to be your *primary support group*? How are they assisting you in becoming the person you are capable of being?
6. What are you most *passionate* about in your life? How would people know it?
7. Are you *showing up* in life as the person you most want to be? If not, what do you still need to do?
8. What is the *feedback* in your life telling you about yourself right now?

*The reason a dog has so many friends is that he wags his tail instead of his tongue.* -Anonymous