

## The Total Leadership Process

**Tracking & Reflecting** – Keeping a record of activities, thoughts, and feelings (and perhaps distributing it to friends, family, and co-workers) to assess progress on personal and professional goals, thereby increasing self-awareness and maintaining priorities.

- Record visits to the gym along with changes in energy levels
- Track the times of day when you feel most engaged or most lethargic

**Planning & Organizing** – Taking actions designed to better use time and prepare and plan for the future.

- Use a PDA for all activities, not just work
- Share your schedule with someone else
- Prepare for the week on Sunday evening

**Rejuvenating & Restoring** – Attending to body, mind, and spirit so that the tasks of daily living and working are undertaken with renewed power, focus, and commitment

- Quit unhealthy physical habits (smoking, drinking)
- Make time for reading a novel
- Engage in activities that improve emotional and spiritual health (yoga, meditation)

**Appreciating & Caring** – Having fun with people (typically by doing things with co-workers outside work), caring for others, and appreciating relationships as a way of bonding at a basic human level to respect the whole person, which increases trust.

- Join a book group or health club with co-workers
- Help your son complete his homework
- Devote one day a month to community service

**Focusing & Concentrating** – Being physically present, psychologically present, or both when needed to pay attention to stakeholders who matter most. Sometimes this means saying no to opportunities or obligations. Includes attempts to show more respect to important people encountered in different domains and the need to be accessible to them.

- Turn off digital communication devices at a set time
- Set aside a specific time to focus on one thing or person
- Review email at preset times during the day

**Revealing & Engaging** – Sharing more of yourself with others – and listening – so they can better support your values and the steps you want to take toward your leadership vision. By enhancing communication about different aspects of life, you demonstrate respect for the whole person.

- Have weekly conversations about religion with spouse
- Describe your vision with others
- Mentor a new employee

**Time Shifting & “Re-Placing”** – Working remotely or during different hours to increase flexibility and thus better fit in community, family, and personal activities while increasing efficiency; questioning traditional assumptions and trying new ways to get things done.

- Work from home
- Take music lessons during your lunch hour
- Do work during your commute

**Delegating & Developing** – Reallocating tasks in ways that increase trust, free up time, and develop skills in yourself and others; working smarter by reducing or eliminating low-priority activities.

- Hire a personal assistant
- Have a subordinate take on some of your responsibilities

**Exploring & Venturing** – Taking steps toward a new job, career, or other activity that better aligns your work, home, community, and self with your core values and aspirations.

- Take on new roles at work, such as a cross-functional assignment
- Try a new coaching style
- Join the board of your child’s day care center