

Learn Lead Lift

How to Think, Act and Inspire Your Way to Greatness

by Wendy Ryan

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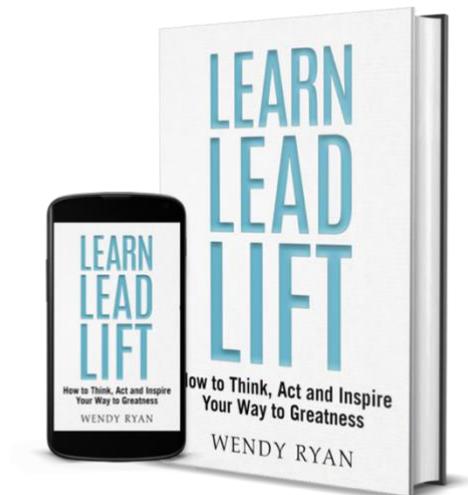


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Chapter 1—*Becoming a Mindful Leader*

“I wonder how much of leadership is about learning to be uncomfortable and to be able to hold yourself in a state of discomfort.”

Rod Bacon, CEO, Torchiana

I define leadership as influencing others to achieve a result not solely for the purpose of satisfying your own interests. **Leadership is the combination of mindsets (*how you think*), skill sets (*what you know how to do*) and behaviors (*what you actually do*).** Doing this well requires constant self-monitoring and adjustment. It’s often uncomfortable. It can be very demanding at times, and I would argue that it is not for the faint of heart. Given all of this, who would voluntarily sign up for a leadership role?

The Learn Lead Lift Framework™



The truth is, the rewards of leadership can be great and, at times, long lasting. I’m not talking about a financial reward, but rather the satisfaction you can experience from making a meaningful, positive impact on people and organizations. Whether your impact is short-term or reverberates through the ages is not always clear at the outset, but it’s almost always worth finding out.

One way to think about the constant self-monitoring and adjustment required for effective leadership is as a form of *applied mindfulness*: “The use of mindfulness to cope with daily stressors, adverse life events, and unpleasant states through decentering, positive emotional regulation, and negative emotional regulation.”¹ **Being consciously aware of your own perceptions, thoughts and emotions is insufficient to lead well. You also need the ability to adjust your thinking and behaviors in response to your awareness.**

Leadership and Organizational Consultant Judith Forrest describes the essence of her work coaching executives as, “*The mining and contacting their unique gift, their truth, their strength and offering as a*

¹ Michael J. Li, David S. Black, and Eric L. Garland, “The Applied Mindfulness Process Scale (AMPS): A Process Measure for Evaluating Mindfulness-based Interventions,” *Personality and Individual Differences* 93 (April 2016): 6–15, <https://doi.org/10.1016/j.paid.2015.10.027>.

leader.” One of the things she does to facilitate that is to incorporate horses—yes, *horses*—into some of her client sessions. Here’s how she describes it in her own words:

It's amazing the whole feel of the time spent together just with the horses amongst us and seeing what they (the horses) feel drawn to. For instance, we talked about obstacles and as soon as this group of twenty women started talking about their obstacles, **all of the horses moved as far away from us in the field as they possibly could.** Then, we started talking about how you can take an obstacle and transform it into something actionable that you can change **and the horses came back in to be with us.** Every one of those women will remember that. You couldn't *not* notice it.

How do you know for sure what that is? We don't really know because animals don't speak our language. We can find a common language in our non-verbal communications. There's lots of research that shows how much our communication is based on non-verbals. With horses, there's something more going on. It's something ancestral in nature or it's the millennia that they've been alive, or the fact that they are prey animals, and, therefore, very sensitive to everything that I think we can be also. But we've lost that ability as humans because we've crammed our heads full of so much knowledge.

For many of us, to live in this society, in this culture, in the West, the opportunity to get in the presence of these incredibly sensitive beings and stay open to what shows up—I haven't worked with anyone that hasn't found it to be impactful. Some would even say it was profound. Others would say it was unexpected or interesting. No one that I've ever worked with has said afterward, "Well, I didn't learn anything there."

Of course, awareness at the level Judith describes is something at which few of us, sadly, may ever experience. Research by Tasha Eurich indicates that 95 percent of people *think* they are self-aware; however, only 15 percent of people actually are!² This despite the fact that according to Eurich, **“self-awareness is the meta-skill of the 21st century.”**³

While most of us clearly have our work cut out for us in the self-awareness department, the good news is that nearly everyone *can* improve with deliberate practice. Plus, the benefits we accrue from increased self-awareness and applied mindfulness extend beyond leadership and into other key domains. Gregory Nottage, Executive Director, admits, *“I was a douchebag in my younger years. I really didn't care about the human aspect. I was very self-serving. I was very much about what I had and how much money I could make and what kind of car I had. I don't care who I need to step on and I don't care if you're homeless or if you're a prostitute. I just didn't have any empathy for them. I wish back then I had a better understanding of their struggles and trauma that landed them in that space.”*

As Danielle Harlan, PhD, Founder and CEO of The Center for Advancing Leadership and Human Potential, explains, *“The path to becoming an effective leader, who's not just great, but also good, is a path to self-actualization. I don't think it's the only path, but discovering who we are as leaders puts us on a path to fulfilling our own human potential.”*

² Tasha Eurich, *Insight: Why We're Not as Self-Aware as We Think, and How Seeing Ourselves Clearly Helps Us Succeed at Work and in Life* (New York, NY: Crown Business-Crown Publishing-Penguin Random House, 2017), 5.

³ Eurich, 5.

Leadership efficacy is notoriously difficult to measure in simple quantitative terms because the impact is broad and embedded within hundreds of different variables. How much more value does an effective leader generate for an organization versus the value that is subtracted from an organization by an ineffective leader?

First, let's consider the costs we incur (both real and opportunity related) due to ineffective leadership. An analysis of 200+ companies by The Ken Blanchard Companies published in 2011 showed that ineffective leadership cost the typical organization an amount equal to 7 percent, or about \$1 million on average, of their total sales *every year*.^{4,5} That may not seem like much, but consider the cumulative impact over three, five or ten years.

For a team, ineffective leadership compromises team performance—showing up as failure to execute projects on time, on budget and at the standard of expected quality. Not only does this experience tend to breed frustration—and over time, deep cynicism among employees—but Blanchard's research suggests that the net impact is a 5–10 percent overall drag on productivity.⁶

From the perspective of an individual, ineffective leadership can be seen, felt and heard fairly immediately and, at times, painfully. Bad bosses and ineffective leaders abound, even in the best organizations, for many reasons. In their bestselling book, *Love 'em or Lose 'Em: Getting Good People to Stay*, currently in its Sixth edition, Beverly Kaye and Sharon Jordan-Evans review in painstaking detail all the myriad ways we can show up as a suboptimal people manager. Most importantly, they provide a ton of actionable strategies we can use to course correct.⁷

If you think being seen as a good boss rather than a bad one is just a “feel good” issue, think again. About 30 percent of employees quit or passively disengage at work as a result of working for a bad boss. If you are currently living with a bad boss or ineffective leadership, you have my heartfelt sympathy.

In summary, **ineffective leadership in the C-suite will at minimum cost the organization millions of dollars annually and eventually lead to the organization's premature demise.** It erodes customer loyalty, market share, speed of innovation and service quality for the entire organization. Without intervention, ineffective leadership will eventually lead to an exodus of the most talented employees, who are often the most highly attuned to and repelled by the scent of blood in the water.

Compare this to organizations with more effective leadership, and you will notice individual employees are more productive and engaged, teams perform more or less as expected and top talent sticks around because success appears achievable and they want to see how the story ends. In other words, the upside from applied mindfulness in leadership is huge.

⁴ The Ken Blanchard Companies, “Making the Business Case for Leadership Development: The 7% Differential,” 2010 (Accessed September 23, 2020). <https://www.blanchardaustralia.com.au/static/uploads/files/pdf-making-the-business-case-wfahpduqrrwm.pdf>

⁵ The Ken Blanchard Companies, “The High Cost of Doing Nothing: Quantifying the Impact of Leadership on the Bottom Line,” 2009 (Accessed March 30, 2021). <https://docplayer.net/23650807-The-high-cost-of-doing-nothing.html>

⁶ The Ken Blanchard Companies, “Making the Business Case for Leadership Development: The 7% Differential.”

⁷ Beverly Kaye and Sharon Jordan-Evans, *Love 'Em or Lose 'Em: Getting Good People to Stay*. Sixth ed. (Oakland, CA: Berrett-Koehler Publishers, 2021).

Given these facts, it's hard to imagine a credible argument for choosing to run an organization with suboptimal leadership. Yet, that's *exactly* what many boards, shareholders and public citizens choose by default every day. We can do better, and the most solid foundation for better leadership starts with applied mindfulness.

Key Takeaways

1. Applied mindfulness is a prerequisite for effective leadership.
2. The costs borne by individuals, teams and organizations due to ineffective leadership are high.
3. Leadership efficacy is difficult to measure precisely because its impact is embedded throughout many variables in an organization.
4. Becoming a more effective leader and better boss is doable.
5. The upside produced via effective leadership benefits individuals, teams and organizations in many ways.

What You Can Do About It

1. What mindsets (how you think) have helped you succeed most so far in life? Skill sets (what you know or know how to do)? Behaviors (how you show up to others)?
2. If you could improve in any one of these three dimensions by an additional 10 percent, which one would you choose, and why?
3. If you could change or adapt in any one of these three dimensions, which one would you choose, and why?

Chapter 2—Introduction to Leadership Mindsets

1. People First, Results Second

“It's not that managers suddenly transform into these perfect, wise, know-everything, be-right-in-every-situation people through leadership development. There is a way to create an alchemy between people.”

Stacey Porter, VP People Operations and Culture, Outset Medical

Successful leaders start with *who*, then consider *what*, *where* and *how*. This is powerful for two reasons: first, identifying who is the best person or team of people to engage in researching an issue or solving a problem usually leads to better outcomes; and second, it pushes us to think beyond our own capabilities and to recognize latent potential in the people around us.

Danielle Harlan, PhD, Founder and CEO of The Center for Advancing Leadership and Human Potential, describes People First this way:

Leadership at its best is collective. In the past, I, and the other people in this work around leaders and leadership development, have focused a little bit too much on the individual. We're now at a point in time when we've realized that if you want to do anything really meaningful, that creates lasting systemic change, it has to be a collective endeavor.

Today, leading is facilitating agreement around a collective or shared vision, and then, helping to influence and motivate people around it. If you do a good job as a leader, then every single person who's part of that organization feels like they've helped to shape the vision, and they own it. They feel like they're responsible for the mission or vision or, at least, some piece of it.

Thinking People First is also somewhat counterintuitive for many leaders. Most of us are trained to focus our thinking on the end result. We end up spending a disproportionately large amount of mental energy focused on what exactly has to get done or what action must be taken to achieve a desired result. We hone our skills in fine-tuning our execution, not our noticing—as in noticing who does or could do this action particularly well or even better than we can. **Noticing not just *what other people do*, but rather *how they do it*, requires us to pay closer attention than we are used to.**

At the end of the day, great leaders tend not to view nor treat people as interchangeable or replicable assets. Despite all our recent advances in genetic engineering, and as tempting as it might be for me to clone all my top performers, or to go fetch them from a parallel dimension to ours, the reality is I can't clone my Director of Operations, nor can I ever “replace” her. Everyone who comes into the role after her may be great in unique ways, and perhaps even better than she is in some aspects of the job. But they won't be *her*—the precise, magical combination of professional experience, personal history, values, identity, spirit, mindsets, skill sets and behaviors that make Monica, Monica.

Executive Director Gregory Nottage puts it this way:

I've had one really strong person that's a leader to me, and what I found very interesting with her is it wasn't about my abilities, she wanted to know about me. She wanted to know about who I was. Through that process, she would push me into areas that maybe I didn't think I could do. I can't say I've had a lot of that, but that is the one person that I can say validated why I do what I do with my staff.

It's really just, "Who are you? I want to know about you," so I made that my point. There's 350 staff here and I know every single one of them. Whether you're a janitor, a desk clerk, I don't care who you are—I want to *know* who you are.

2. Identity Matters

"I didn't realize I was black when I came to this country. I didn't realize I was a black woman."

Kiki Mwiti, Founder and CEO, DYVVYD

Admittedly, as a white, cisgendered, heterosexual, upper-class, college-educated, able-bodied female, identity wasn't something I thought about much growing up or for the first twenty years of my career. The truth is, I was ignorant of the fact that I needed to. My personal leadership effectiveness was limited as a result and in ways I wouldn't come to understand or appreciate until much later.

Identity, as it turns out, matters a ton. **Cultivating a leadership mindset that intentionally sees and holds space for each person's unique mix of identities is essential if we want to build diverse, equitable, and inclusive organizations.** Otherwise, we will instead perpetuate harm and build a revolving door for talent. People will come into our organization with high hopes for belonging, quickly be disappointed, become disillusioned, and then leave.

Executive Director Gregory Nottage observes, *"When we look at homelessness for example, people have this perception, whatever it is for **them** and that perception is attached to each person that they see as homeless versus really individualizing and saying, okay, what is this experience for **this** person? What is it for **that** person?"*

Becoming an angel investor, and committing to invest primarily in womxn-led companies, has been an incredibly eye-opening experience for me around the profound impact of identity and how it constrains social mobility in the United States. Loretta McCarthy, Managing Partner for Golden Seeds, summarizes how one single dimension of identity—gender—has disproportionate impact for entrepreneurs seeking funding:

Women entrepreneurs have to be better in a lot of ways. They have to be more compelling, convincing, educated, and astute than their male counterparts because women are still dealing with an audience of people who are full of doubt about whether they can really succeed.

When women apply for funding, they have a 33 percent less chance of getting funding than men do, and when they do get funding, they get 20 percent less money.

Their main funders are going to be men who have a certain pattern recognition in their minds, but women can't change that. There are times when men will fund other men simply because they think, "He looks just like my son." It's pattern recognition.

Beyond recognizing how much our identities shape our own and others' experiences, and being intentional around them, the second component is engendering cultural humility—especially among white, cisgendered, heterosexual, middle-to-upper social class, male-presenting people. Hint: This includes you if you hold one or more of these identities.

Cultural humility goes much deeper than cultural competency. I can be culturally competent in my behavior—know how to avoid harming people holding different identities through my words and actions—but lack cultural humility.

Cultural humility means I have strong self- and other-awareness of the importance of identity *and* I do not center my own identity above others. If you are scratching your head right now and saying, "Cultural *what?*" and "Center my *identity*—what does that even *mean?*" that's okay. We dive deeper into this topic in *Chapter 7*. Feel free to go there now and come back here afterward, if you'd like.

3. Systems Thinking

"Great leadership isn't about a single leader that knows everything, it's the collective capacity of a team."

Danielle Harlan, PhD, Founder and CEO, The Center for Advancing Leadership and Human Potential

Peter Senge introduced the concept of systems thinking in business in the late '90s. I have been intrigued ever since by how leaders can leverage systems thinking for the benefit of the organizations they lead.

Human systems generally behave much more like biological organisms than mechanical systems.

Here's why this matters: In a mechanical system, the relationship between inputs, throughputs and outputs is well-defined and highly predictable. We don't have to wonder every time what may happen when we add 5 pounds of raw materials at the second stage of production versus adding it at the fifth stage. We can test our assumptions once and know the answer.

Another example can be seen in software applications. Give a computer a set of instructions once, and it will execute those instructions exactly as directed. Human systems, by contrast, are subject to much greater variability at every stage in a process. **Give a human the same instructions you give a computer, and they may or may not comply.** Assuming they do not comply, how do you know whether it's an issue with auditory processing, working memory, attitude, skills, etc.?

Add to that the latency effect, where delay between stimulus (action/decision) and response (result/outcome) can be years, and it quickly becomes apparent why many people find it easier to work with machines rather than people.

Another challenge for leaders is that **people generally are not very good at long-term thinking**. It's a skill we acquire through a combination of education and experience—some of us more successfully than others. We can roll out a grand vision for the future and be caught off guard when someone raises what seems like a trivial, passing concern.

Nowhere is working with human systems more challenging than in the context of organizational change. Once a system is established, it tends to become self-perpetuating for some period of time. When leaders attempt to change something about an established system, the system “resists” the change. It's easy for leaders to interpret resistance as a sign that either the change is a bad idea in the first place, so they give up on it completely, or that they must push harder to make the change “take.” Both interpretations are wrong.

When you perceive resistance, celebrate, because it's a clear sign that people are starting to get engaged in the change process. Work to understand the source of their concerns, and enlist people impacted by those concerns in solution seeking.

Pushing harder, through either direct or indirect pressure, tends to backfire because resistance will either (1) go underground, where it will be much harder to monitor and resolve, or (2) emotion will start to displace logic and distort sound decision-making on the part of both leaders and followers.

4. 3T Model™

“At the end of the day, you have to have conviction.”
Mark Fernandes, Managing Director, Sierra Ventures

The 3T Model™ is a conceptual framework I developed about the same time that I founded SJ Leadership Coach, now known as Kadabra. Full disclosure: it has not been tested in the context of a well-designed and controlled scientific experiment or study. That said, I personally think it would make an excellent dissertation topic someday.

Here's why. **A significant factor in successful leadership is the ability to make decisions involving real trade-offs.** It sounds incredibly simple; however, in my years of experience I have encountered more incumbent leaders, or those who aspire to leadership, than I can count who have genuinely struggled in this regard.

One quick example comes from my work with a client in the early 2000s who hired me to consult as an HR subject matter expert in executing a layoff. The company was a venture-backed start-up, running out of money, that had to significantly reduce headcount to keep its doors open long enough for the investors to potentially flip it. Unfortunately, this scenario would not prove to be unique. For a period of time I found myself repeating the process for a number of other companies.

As you may imagine, it was not a happy time for me, and not the work I really wanted to be doing. I took some comfort in knowing that had I not been involved, the layoffs would not have been handled well and it would have compounded suffering for affected employees. I recall during a planning meeting with a CEO and Founder, and several other members of his executive team, that we were discussing how he should handle the abrupt exit of his co founder and Chief Technology Officer (CTO).

The CEO was very angry. He felt he'd been abandoned by someone he considered not just a business partner, but also a close friend. It was rough, and he wanted to exact revenge in the form of withholding compensation from the CTO.

After listening with sincere empathy for a while, and verbally agreeing with him that, yes, the CTO had delivered a low blow, I finally asked the CEO if he was finished speaking. He said yes. I then asked him *the magic question*: "Do you want to be right, or do you want to do what works?" The room went so silent then that you could hear the crickets outside. I think it was late in the day...

Now, this could have gone several different ways. Option one: He could have fired me on the spot because I was asking him something no one else would have dared. Option two: He could have insisted on being right and doing something which in the eyes of the state of California and the federal government was potentially not ok. Option three: He could take my advice and do what was both the right and pragmatic thing and follow the rules. Fortunately for everyone, he decided to go for Option three.

The essence of the 3T Model is that at any time our choices typically fall into one of three categories. **We can choose to tolerate, transform or transcend a given set of variables—whether they are internal or external to us, our team or the organization.** Knowing what we are choosing and why we are choosing it is powerful. It frees up our mental and emotional bandwidth to tackle other issues. A good analogy for the 3T Model is "leading with your eyes wide open." It is the opposite of magical thinking, but optimism abounds.

The 3T Model™: Assessing Trade-Offs

Assessing Trade-Offs

Qualitative multi-factor analysis for human system contexts



"This works for now."
"Trying to do something different would be too difficult / expensive / time-consuming."
"Neutral."



"This has to change."
"Critical path."
"We must think / act differently if we want to succeed."



"This doesn't have to affect us so much in the future as it does today."
"I think we can / will outgrow this."
"Let's change the conversation."

Knowing what you are choosing and why does not necessarily imply that you are locked into that same choice forever. It means that you acknowledge, accept and take action *right now* according to your choice. Most importantly, you accept responsibility for the consequences of your choice.

5. Growth Mindset

“Early in my career, when I started to develop certain skills I would think, ‘Okay, I can do this.’ Then a new problem would present itself. Something I hadn’t seen before. Never once did I think, ‘Shit, I’m an imposter. I didn’t get enough schooling!’ What I thought was, ‘I just need a little bit more experience - more time in this chair.’”

Leslie Sifferman, MA, LMFT

One of the most powerful words in the English language is “yet.” As in, I’m not very good at delegating to others, *yet*. Few other words can convey a mindset so succinctly. **With “yet” as our caboose, all things suddenly become possible because we are actively cultivating for ourselves and others a growth mindset.**

Carol Dweck, professor of psychology at Stanford University, popularized the concept of growth mindset. According to Dweck, well known for her decades of research on personality and psychology, people tend to believe that traits like intelligence, talent and potential are either fixed and unchangeable or that they are fluid and able to be developed.⁸

People with a fixed mindset interpret setbacks as signs that they have reached the limit of their talent and potential. Very often, they give up trying, having reached the seemingly logical conclusion that continued effort will not change the outcome.

On the other hand, people with a growth mindset interpret setbacks very differently. For them, a setback is an indicator that they need to adjust something and/or apply greater effort. Do this enough times, they reckon, and they will succeed.

Whether their assessment is realistic or accurate is not the point. The point is that people with a growth mindset are much more likely to achieve stretch goals than people with a fixed mindset. **Talent matters, but it generally contributes much less to our success than we give it credit for.** As it turns out, persistence, not talent, usually wins.

For leaders, fostering a growth mindset is a key enabler to successfully developing others. It is also part of what helps us to effectively inspire and include people we may previously have discounted or overlooked. **Growth mindset helps us to anticipate the future with genuine excitement while putting current challenges in perspective.** If I can see the possibilities, not just the constraints, when it comes to people and situations, then I am more likely to find ways to overcome those constraints and achieve something great.

⁸ Carol S. Dweck, *Mindset: The New Psychology of Success* (New York, NY: Random House, 2007).

6. Grit

“You can be really energetic about something for a year or two or three. It's really hard to be in there year in and year out, constantly refining and improving and have the same passion that we did 15 years ago about why we're here.”

Loretta McCarthy, Managing Partner, Golden Seeds

Add a strong dose of intrinsic motivation to a growth mindset sustained over time, and you get grit. My grittiest self emerged first during my many years as a ballet student. If you've never done ballet female-style, don't be fooled by the fluffy costumes and serene classical music into thinking that it is somehow a soft pursuit. To dance en pointe (which means you literally dance on your tiptoes) you have to train five days a week, for several hours a day for several years to build up the necessary muscle, ligament and tendon strength, in addition to balance, to do it without permanent injury. Underneath the beautiful pink satin and ribbons is usually some truly gross combination of moleskin stuck to half-healed blisters and bloody toes. It *hurts* pretty much everywhere—a lot!

Substitute just about any other athletic pursuit, art form, hobby, cause or business endeavor and you may relate to the sense of passion, obsession or, in some cases, pure stubbornness that forms the foundation for grit. **I have yet to personally meet a great leader, or hear about one, who did not demonstrate grit.**

One of my favorite role models for grit is Jake Hess, CAL FIRE Unit Chief. Jake is unique compared with many of his peers because he did not come from a firefighting family. In fact, before he decided to become a firefighter, which is a very tough job, he was a professional cyclist, which according to Jake might even be tougher. Basically, Jake is a professional badass.

In Jake's words,

Our mission (at CAL FIRE) is to serve and safeguard the people of California while protecting the resources of California. We are on the forefront of the mega-fire era, and we are at the epicenter of protecting and enhancing our forest range and our watershed. We're not just a fire department, we are a resource agency fighting climate change and dealing with climate adaptation. Having a climate adaptation and resource management aspect to my job makes me feel a little like I'm a park ranger and a Fire Chief and a Fire Captain and a hydrologist all at the same time.

I drew many parallels between cycling and the fire service. Cycling is all about preparation and suffering. I was on many cycling teams and represented the United States. I didn't know a soul in the fire service. In the early nineties people told me, “There's no way. You're not going to get a job. No one gets those jobs.” For me, that was just fuel for my fire. It was like, “What are you talking about? Cycling is way harder.”

All I need to do is sleep in my car, study for five hours, be there on time and know everything about the fire department? Is that all you need to do? Because that's easy compared to riding 110 miles a day.

Jake reminds us that leadership is hard work. Not for one day, or one week or one month, but indefinitely. **Grit is necessary when greatness is our goal.**

Key Takeaways

1. People and the organizations they work in are not like machines. Inputs do not consistently yield predictable outputs. Chaos is a constant companion and functions to some extent as a catalyst for breakthroughs and performance.
2. Identity powerfully shapes our perceptions and our experience. Cultivating a leadership mindset that intentionally sees and holds space for each person's unique mix of identities is essential if we want to build diverse, equitable, and inclusive organizations.
3. Cultural *humility* is not the same as cultural *competence*. Cultural humility means I have strong self- and other-awareness of the importance of identity and I do not center my own identity above others.
4. At any time our choices typically fall into one of three categories. We can choose to tolerate, transform or transcend a given set of variables—whether they are internal or external to us, our team or the organization.
5. Effort beats talent over the long run.

What You Can Do About It

1. Practice noticing what people do well and how they do it. The next time an issue or challenge arises, don't think what, think *who*.
2. Write down or record what aspects of your own identity are highly visible (e.g., skin color, height) and what aspects may be less visible (e.g., neurodiversity, religious faith) to others. In what ways do the less visible aspects of your identity impact how you perceive and experience the world? If these aspects of your identity suddenly became visible to others, how do you think they might react?
3. When facing a decision with significant trade-offs, be clear about whether you are choosing to tolerate, transform or transcend.
4. Welcome the word "yet" into your verbal and written vocabularies, and use it often. You and the people around you will achieve more if you do.
5. Highlight effort over talent when offering feedback to others. Help them identify what specific adjustments they could make that might yield a better outcome—and encourage them to try again.

About the Author

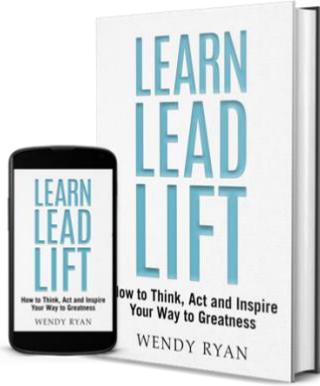


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Wendy has been featured in media such as Authority Magazine, Business Digest, Diversity in STEAM, YFS Magazine and SHEEN Magazine as well as the Breakfast Leadership Show, Move Podcast Magazine and Fundraising Radio. You will often find Wendy on stage speaking live or virtually at conferences, events and organizations about topics ranging from leadership and change, to allyship and advocacy to investing.

We hope you enjoyed this excerpt from

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by Wendy Ryan



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