



Make your mojo

Create energy that fuels you, attracts others
to you and sustains your leadership journey

Welcome

Leadership is a marathon, not a sprint. Managing your energy and nurturing your confidence is critical to play the long game.

[Research also shows](#) “positive relational energy” is a key ingredient for leadership impact. That’s the energy exchanged between people that helps uplift, enthuse and renew them.

Playing to our strengths, overcoming negative self-talk, working with our threat and reward systems and being in integrity are all key to generating a greater sense of wellbeing and a reliable source of energy. When we do, we step into our full aliveness and become a leader who others want to work with.

Your energy is contagious so the first step to energising others is to energise yourself.

Like all aspects of inner work, it’s an ongoing investment where the returns compound over the long term. We’ve got three big tools to play with that build on the consciousness tools we’ve already been working with.

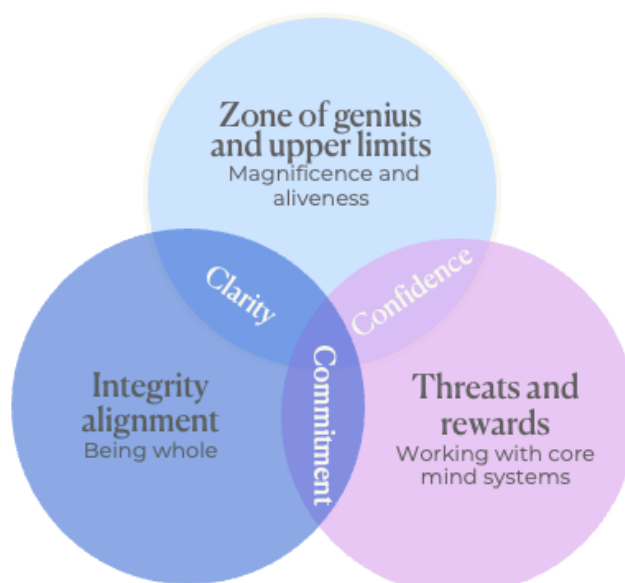
- **Your zone of genius** uncovers your unique strengths and gifts that allow to operate in a state of flow. Discovering our **upper limits** is part of this process too. They’re the stories we tell ourselves that keep us out of our zone of genius and in our other zones of excellence, competence or incompetence.
- We’ll revisit below and above the line by taking another perspective on **threats and rewards** using the SCARF model.
- Last but not least, we’ll touch on **integrity alignment**, do some homework on this between now and our next session, and then revisit it again when we explore stakeholder relationships.

But first, we’ll check in on any new insights or progress since we last met.



Yolanda Beattie
Director

Make your mojo



Check-in

New insights and progress

Adaptive challenge progress

- What progress have you made with your adaptive challenge? This is the one big thing you could do differently that will have the biggest impact on your leadership impact.
- What examples do you have of achieving this challenge? When did you find yourself stuck in behaviours that work against this goal? What stories did you make up about that ie did you make yourself wrong or could you accept yourself?
- What new insights did your sponsor have about your challenge and theirs?

Career strategy

- What progress did you make with your career strategy?
- What are the actions you need to take to achieve your next career move? These might be conversations to have, networks to build, specific skills or experience to gain.
- What insights did your sponsor have on your career strategy?

Your energised self

What feedback or insights did you have about your unique strengths and talents. Here are the questions you were invited to ask a wider group of people:

1. What am I doing or talking about when you experience me most energised and happy? What do you see as a special skill I am gifted with?
2. What are your three favourite qualities you see in me? (Do your best to use one word per quality)
3. What positive contribution do these qualities bring to you and/or the team?

Zone of genius

In exploring your leadership potential, we mapped out a career strategy that was connected to your leadership purpose and desired profile. Identifying the different zones you operate in – incompetence, competence, excellence and genius – provides another layer of insight to develop a career where you're fully expressing your skills and talents, and living up to your potential.



Source: Based on the work of Gay Hendricks

Mapping out your zones

To complete the table above, let's start by connecting with your genius zone by meditating on these wonder questions...

1. What do you most love doing? This can be at work or outside of work.
2. What is the best and highest use of your time?
3. What are you doing when you lose track of time?

Capture these activities in the top right corner. Below are some suggestions. Your 'best stuff exercise' achievements and feedback from others might also provide helpful insights.

- Analysing macro-economic trends and writing up my insights
- Building ambitious plans to grow the business
- Solving tricky problems
- Helping people solve their problems
- Reading novels and talking about them with friends
- Connecting deeply with people in ways that generate new insights for personal growth

Now list out all the other work you do and categorise in each of the boxes of incompetence, competence and excellence. Reflect on roughly how much time you spend in each of these zones. You might refer to your KPIs, calendar or inbox to break this down.

If it helps, you can list them here first, then map them into the zones above. The table you prepared in our last session on aligning your current role to your leadership purpose and profile might also be a useful reference.

Activity	Time allocation	Zone

Big leap intentions

How might you operate from your genius zone more often by...

Ditching tasks and roles from your zone of incompetence?

Delegating tasks and roles from your zone of competence?

Evaluating and reframing tasks and roles in your zone of excellence? For example, how might you apply skills and talents in your zone of genius to activities in your excellence zone?

Embracing and doing more of the activities you're uniquely suited for in your zone of genius?

Upper limits

Have you ever noticed how short-lived feelings of joy and satisfaction can be? Because the brain is wired for threats and negativity, we unconsciously find - or manufacture – problems, just when everything feels like it's going well.

Gay Hendricks calls this the upper limits problem, and has coached leaders all over the world on ways to eliminate or reduce our self-imposed happiness hand-breaks. These hand-breaks are often created in childhood so sit deep within our unconscious, ready to knock us down from highs.

In the context of our genius zone, these are the stories we make up about why it's not possible to operate from this zone more often. Here are some of those myths. Which ones resonate for you and how?

Unconscious barriers

How do you limit the flow of positive energy?

Barrier types	Reflection questions
Feeling fundamentally flawed Belief of not being good enough, manifesting in a fear of failure, resulting in a tendency to play small so you can only fail small. This belief can apply to certain activities or be more all-consuming. Some of the most common fundamental flaws I work with leaders on are: • Being able to have challenging conversations • Belief in being ready enough for a promotion • Belief in being worth a pay rise	In what areas of my life am I playing small? How do I undervalue my unique gifts and talents? What does it cost me, my organisation and / or my community?
Disloyalty and abandonment Belief that great success and fulfilment would alienate you from your family and friends, causing you to curtail your growth to remain loyal to your roots. If you've ever been told not to get too big for your boots, this one might apply to you!	How was success defined, discussed and modelled in my family? Do I break or follow my family's unspoken rules to get to where I am? Do I meet my family's expectations of me?

The crime of outshining Similar to Australia's tall poppy syndrome, this barrier has us believe that being too content, happy, fulfilled and successful will make others feel bad. And so we hold back and don't celebrate our success. Gifted children often suffer from this barrier, which manifests as feelings of guilt in the face of achievement.	What success are you not comfortable celebrating?
Getting stuck in drama You all know this upper limit well! Playing victim or villain are particularly effective ways to stop the flow of positive energy.	How do your common personas impair your success?

Working with upper limits

Unwinding the cognitive / emotive loop

Upper limits are just stories we tell ourselves that can hold us back and lead to feelings of self-doubt, inadequacy and low self-esteem.

That's because the mind believes what you tell it. If you keep telling yourself you don't belong and you're mediocre at your job, you're more likely to exclude yourself and make mistakes. This is [a great talk](#) by clinical psychologist Marisa Peer on the topic.

The practice of Cognitive Behavioural Therapy is based on the science of self-talk and can be applied to negative chatter that dampens our mojo. A cognitive/emotive loop is a repeating pattern where thoughts and beliefs produce feelings that fuel our rightness about our stories, that then further intensify our feelings, repeating the cycle indefinitely. Here's an exercise in unwinding them.

Clare's story: An example of how it works

Cognitive / Thought:

"I'm not as good as my peers at my job, and don't know enough to influence my stakeholders". This thought gets loudest at times of high stakes conversations but recurs regularly throughout the year.

Emotive / Feeling:

Fear, which has calcified over time into anxiety and stress.

Here's how this turns into a loop:

She has the thought, "I'm not good enough and can't influence effectively."

She feels afraid. The physical manifestations of fear are heart racing, jaw tightening, eyes crying.

She doesn't let the feeling complete, but rather she uses the energy of the feeling to fuel her belief (thought) that she's right about not being good enough.

She finds evidence to prove she's right, and as a consequence becomes more afraid (feeling) which produces more tightness.

Again, she doesn't complete the feeling, and instead funnels the energy back into righteousness (thought) about how she doesn't have what it takes. She solidifies this belief by comparing herself others.

Her fear is now moving in the direction of anxiety and sadness (feeling) and she fantasises (thought) about quitting her job, moving to the coast and opening up a café.

I want to break free! Here's how

Feeling feelings all the way through and investigating thoughts are the two key ways that conscious leaders escape a cognitive emotive loop.

Here's what it looks like step by step:

Notice when you're in the loop through self-awareness

Begin by identifying some of your existing repetitive loops. Put yourself on alert for when the patterns show up. When they do, then simply say, "Ah, there it is."

Accept yourself for being in a loop in the moment

Adding self-criticism or judgment to the pattern simply exacerbates the loop. After awareness comes acceptance. One deep breath then, "Oh, there's my pattern again. I'm just being me the way I've always been me."

Choose to interrupt the pattern

It's always a choice. Stepping into creator and choosing a new way is taking radical responsibility which is at the heart of self-leadership.

Stay with the body to break the loop

Feelings are sensations arising in and on the body. To complete a feeling, you need stay fully connected to the body until the sensations have moved through. Choose to stop fuelling the sensations with more thinking and keep the focus on the sensations.

Unwind the thought through inquiry

Once the body has released the energy (emotion and sensations) and come back to equilibrium, do [The Work](#) on your thought. Choose curiosity over being right and discover all the possible ways that the opposite of your thought could be as true or truer.

Clare's core belief is that she's not good enough. As a meditation she asks the questions:

Is it true that I'm not good enough?

Can I know for certain that I'm not good enough?

When I believe that thought, how do I react?

If I couldn't ever believe that thought who would I be?

Then she does the "turnarounds" and finds evidence for how the opposites are as true or truer than his belief. In this case, it's a simple opposite: I am good enough.

If Clare does the inquiry seriously with a desire to see the truth fully she will unwind her thought structure and the cognitive/emotive loop will be broken. She might need to choose to break the loop several times, to feel the feeling and examine the thought, but if she does Clare will be free from this pattern and this particular form of suffering will end. The same is true for you.

Now your turn...

Write down your negative self-talk (Cognitive / Thought)

What emotion or feeling arises when you believe that thought (Emotive / Feeling)

How does the thought produce more feelings that produces more thought?

I have the thought...

That makes me feel....

The physical manifestations of this feeling are.....

I use the energy of the feeling to fuel my belief that....

The evidence I've gathered to prove I'm right is...

That makes me feel more...

Which produces more physical manifestations such as...

I look for more evidence by....

And now I'm fantasising about....

Let's break free!

Start by accepting yourself for being in the loop before feeling the feelings fully in the body. Following this [meditation](#) to complete the feelings.

Close your eyes, take a few deep breaths and contemplate the negative thought you're working with. Then ask yourself four questions:

Is it true?

Can you absolutely know it's true?

How do you react, what happens when you believe that thought?

Who would you be if I could erase that thought from your mind?

Once you connect with how much being right is costing you, it becomes easier to see how a whole range of opposites might be equally as true, not necessarily more true, but equally as true. This is where the turnaround comes in. Here's how turnarounds work:

Current belief: Jill is unkind to me. Alternate stories: I am unkind to Jill. Jill is kind to me. I am unkind to me.

Write down all of the opposites of your story and any evidence you can find that supports these alternate views. There won't always be four opposites and sometimes there may be more than four.

Alternate stories

Evidence of alternate stories

Threats and rewards

The SCARF Model was developed in 2008 by David Rock as a tool to drive human motivation by working with the five domains of our threat and reward systems.

This model provides great insights into how we go below the line and get stuck in drama, and how to work with these systems to shift above the line in service of operating from our zone of genius more often.

Let's start by diagnosing our SCARF systems with respect to a current initiative underway, perhaps one where you're operating from your zone of excellence ie where you're competent at the task but its energy neutral or depleting. Analysing an initiative where you're operating from your zone of genius is also valid as it will generate new insights into how you can be in that zone more often.

Name the initiative

	How are you feeling?		Facts and stories creating threat and reward reactions
	Threat	Reward	
Status Our relative importance to others.			
Certainty Our ability to predict the future.			
Autonomy Our sense of control over events.			
Relatedness How safe we feel with others.			
Fairness How fair we perceive people exchanges.			

If overall you're feeling more negative / threatened than positive, how might you elevate a more positive energy with respect to this initiative by working with your SCARF systems? If you're feeling more positive than negative, how can you apply these positive triggers in other areas of work or life to create a greater sense of energy and fulfilment?

	Key points	What triggers my reward / approach response? How can I intentionally trigger it?	What triggers my threat / avoid response? How can I soothe or reframe it?
Status – our relative importance to others.	We are tribal creatures; status equals survival. Perception of lower status reduces cognitive capability.	Eg Seek and give positive feedback. Create a culture of gratitude and appreciation for yourself and others.	Eg Negative / critical feedback. Connecting with the body and the stories you're making up; rewriting them.
Certainty – our ability to predict the future.	The act of creating certainty is rewarding. Even bad certainty is better than uncertainty!	Eg making plans, envisaging yourself in positive situations or handling difficult conversations.	Eg changing plans. Envisaging yourself handling changed plans confidently.

Autonomy – our sense of control over events.	Even a small choice of anticipating making a choice is rewarding. Micromanaging elicits strong threat response.	Eg sorting the files of what you can and can't control and focusing on what you can control.	Eg Leaders who micromanage. Connecting with their threat response around control.
Relatedness – how safe we feel with others.	Lack of safe social interactions generates threat response. Small groups and personal interactions promote trust. This is why loneliness is one of the biggest killers in the western world.	Eg Investing in friendship, community groups and incidental social interactions with random strangers.	Eg feeling like we don't fit into certain groups. Insourcing security, approval and control meditation.
Fairness – how fair we perceive the exchanges between people to be.	Fair exchanges are intrinsically rewarding. Unfairness at work affects mental and physical health.	Eg build fair processes.	Eg leaders who appear to treat people differently. Unpacking facts from stories. Pay attention to the connection between fairness and righteousness.

Integrity alignment

Four pillars of integrity

Integrity comes from the Latin word 'integer', meaning whole. The Conscious Leadership Group talks about integrity as energetic wholeness and offers four pillars to explore ways we disrupt this energy flow.

Emotional intelligence

- Welcome all authentic emotions as energy moving through you.
- Know what you're feeling when you feel it – discriminate between thoughts and sensations.
- Express your feelings in a way that fully matches your experience.
- Get curious about what you can learn from your feelings.
- Be a space that allows others to fully experience and express all of their feelings.

Impeccable agreements

- Only make agreements you want to make, with clear definitions of "what" and "when".
- Keep the agreements you do make.
- Change agreements that aren't working for you and clean up any broken agreements.
- Experience your agreements as a source of increased energy rather than a burden.

Radical responsibility

- Take 100% responsibility for all of your experiences.
- Shift out of defensive postures.
- Be curious about how you are creating the results that are occurring in your life.
- Open up to learning from all experiences.
- Inspire others to take 100% responsibility for their experiences.

Conscious communication

- Listen with the intention of genuinely.
- understanding the experience of the other person.
- Listen for accuracy, emotion and the deepest longing.
- Speak in a way that is unarguable – note that your perspective is always subjective.
- Make clear, direct requests instead of generalized complaints.
- Commit to reveal and not conceal by expressing your authentic experiences, even under duress.

Below are questions to check-in on your integrity alignment. We could spend a day workshopping these areas! Let's discuss which areas would make the biggest difference to the group and revisit in December or in 1 on 1 coaching.

Unfelt

- Am I willing to know what I am feeling and express those feelings?
- Are there any feelings I have not felt all of the way through to completion? (angry, sad, scared, sexual / creative, joy)
- Have I fully matched my expression to my experience by moving, breathing and/or sounding?
- Is there anyone that I have been unwilling to be a space for them to feel their authentic feelings all of the way through to completion?

Unkept

- Am I willing to have come to my awareness any breach of integrity around agreements?
- Is there anything I said I would do that I have not done?
- Is there anything I said that I wouldn't do that I have done?
- Are there any agreements in my life currently where I don't have a whole body yes?

Unowned

- Is there any place in my life where I am not taking 100% responsibility for what is occurring?
- Is there anything in my life that I am complaining about or blaming myself or others for?
- Is there any place where I am colluding with others to support them in not taking 100% responsibility?

Unsaid

- What have I not been willing to reveal to another?
- Who have I not been willing to consciously listen to?
- What requests have I not made?
- Are there any thoughts I have had three or more times that I have not revealed to another?

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