



# Positive Leadership

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Resource Used for Presentation:  
Positive Leadership; A Leadership Curriculum by Adam Seaman  
[www.positiveleadership.com](http://www.positiveleadership.com)



# Goals of Workshop

- ▶ Introduction of the Positive Leadership Model
  - ▶ Defining Leadership...
    - ▶ What does it mean when we call someone a leader?
    - ▶ Leadership in the category of social force.
  - ▶ Foundation of Positive Leadership
  - ▶ Moving from an Operator to a Technician in Leadership
  - ▶ The 7 Leadership Capacities w/ Practice Work
  - ▶ Tying it all Together
- 



# Positive Leadership Model

Essence of Positive Leadership

1. Identify a need.
2. Decide on the best course of action to address the need.
3. Others respond to your action in ways that are similarly forward moving.





# 7 Leadership Capacities

- ▶ Authenticity – Origin of social force: Where does application of force begin?
- ▶ Purpose – Direction of social force: Where is the force going?
- ▶ Advocacy – Velocity of social force: How intense and compelling is the social force?
- ▶ Resilience – Elasticity of social force: How will it respond to change and resistance?
- ▶ Community-Building – Diffusion of social force: How it multiplies or spreads?
- ▶ Reason – Clarity of social force: To what degree is it free of distortion?
- ▶ Gratitude – Renewal of social force: How is the force perpetuated?

# Defining Leadership: What exactly is a leader?



**“Leadership is one of the most observed and least understood phenomena on earth.”**

**James McGregor Burns**



# Questions to consider regarding leadership...

- ▶ Is leadership a trait? If so, then is someone born with it, or can anyone develop that trait?
- ▶ Is leadership a role or position? If so, then does that mean whenever someone holds that role they are always a “leader” or if someone doesn’t have that position does it mean they are not a leader?
- ▶ Does being named as a leader (i.e. by CEO or electorate) make a person truly a leader? Or does it merely mean they have been granted authority? If so, does that distinction matter?
- ▶ Is there a difference between authority and leadership? Or have we conflated the two concepts and merged them into one?



***Authority causes people to comply and leadership causes people to willingly follow.***

## Authority vs. Leadership

### Authority

- ▶ Necessary to preserve order by mobilizing people through authority
- ▶ Different skillset that requires positional superiority
- ▶ Being a Parent or Teacher
- ▶ Being a Boss/Supervisor

### Leadership

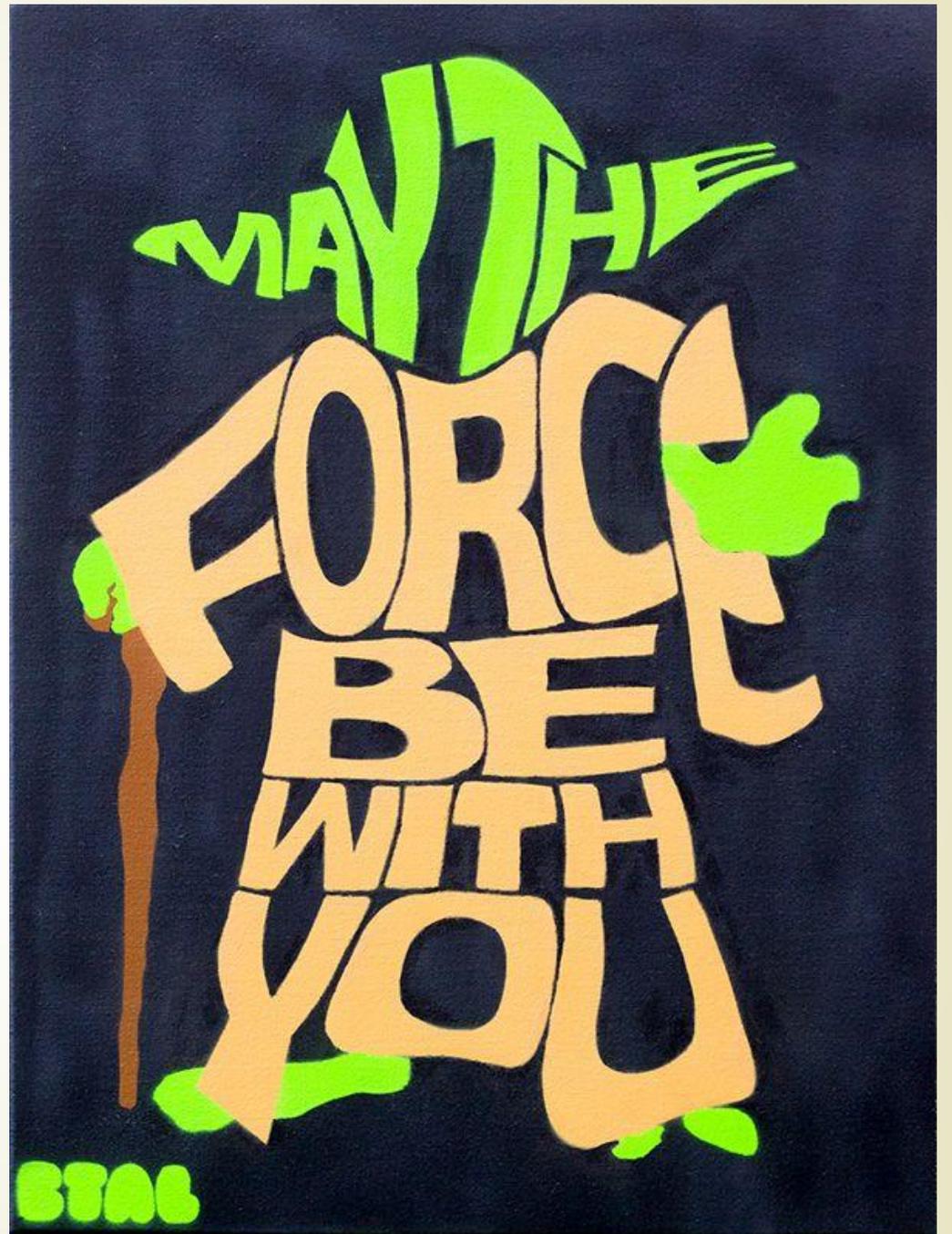
- ▶ Mobilizing people through leadership
- ▶ Don't have to be in position of authority
- ▶ The act of Parenting or Teaching
- ▶ The act of leading a department



# *Foundation for Positive Leadership*

- ▶ In 1998, a challenge was issued by the president of the APA (American Psychological Association), Martin Seligman and a group of his colleagues. He asked psychologists to “turn toward understanding and building the human strengths to complement our emphasis on healing damage.” They coined the term “positive psychology” to describe this renewed direction.
- ▶ Leaders can decide how to use social force. Two extreme examples would be a leader like Gandhi, employing it to free people through peaceful means, while Stalin using this force to rule by keeping the population in fear.
- ▶ The essence of Positive Leadership Philosophy is “positive actions evoke positive reactions”!

# Social Force





# 5 Key Points of Social Force

- ▶ **Whenever people come together, an ability to influence each other comes into existence that was otherwise not there.** *Leadership cannot exist with just one person. As the scientific definition of a “force” states, social force is an interaction.*
- ▶ **The ability to influence is merely potential until it is channeled.** *Just like electricity in your household, the electricity is available to be used.*
- ▶ **There are levels of effectiveness and skill in how social force is employed ranging from inept to masterful.** *As with electricity, some appliances are more effective (and efficient). Same is true with social force. We refer to the distinction as “technician vs. operator.”*
- ▶ **Each of us can learn to channel social force with greater potency.** *It is a skill that does not depend on whether you have authority or traits commonly associated with leadership.*
- ▶ **There are factors that can enhance or diminish social force.** *The seven capacities of Positive Leadership are all factors that enhance your deployment of social force.*



# Developing capacities increases your social force: become a technician.

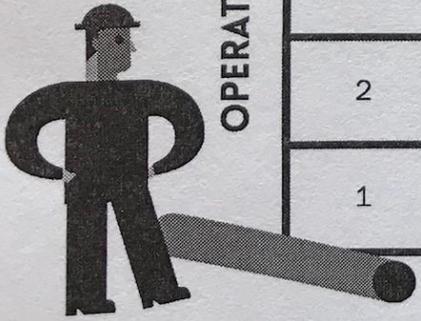
## ▶ Operator Mindset

- ▶ Operators desire positive results, they just do not know what will lead to those results. Some characteristics are:
  - ▶ Leadership is a position or role
  - ▶ Rely on narrow range of known moves to produce variety of results
  - ▶ Function without problems as long as things work normally
  - ▶ During abnormal conditions, they get frustrated when their known moves fail to produce results
  - ▶ Justify current behaviors and take out frustration externally. Try to limit behaviors with more exaggeration.

## ▶ Technician Mindset

- ▶ Technicians also desire positive results, they just ask the question – “What are the optimal actions I can take to evoke the desired reaction?”
  - ▶ First consider desired outcomes and give thought to what actions they could take to trigger the desired reactions
  - ▶ Willing to learn a wide variety of moves to produce a variety of results
  - ▶ Look ahead and take action to strengthen the community during normal conditions
  - ▶ During abnormal conditions they understand the need to try new methods when old ones aren't working
  - ▶ Recognize vulnerabilities and are willing to seek guidance

# Moving from Operator Technician

**TECHNICIAN**

↑ ↓

**OPERATOR**

LEVEL		QUALITY OF SOCIAL FORCE
7	Virtuous	Capable of a wide variety of moves. Innovates within the capacity. Produces results not only for themselves but for others.
6	Super Competent	In addition to reliably and comfortably applying the principles of the capacity, can also teach them to others.
5	Competent	Capable of applying the principles of the capacity in most situations without failure.
4	Minimally Competent	Learns the basic moves within the capacity and practices them while looking for improvement opportunities.
3	Beginner	Sees the potential benefit of the capacity and has a desire to improve. Takes action to expand the capacity such as reading or identifying a mentor.
2	Inept	Aware that the capacity exists but shows no interest in developing it and has no plans to do so.
1	Bull in the China Shop	Not aware the capacity exists. Unknowingly produces poor results in relation to the capacity. Any successes are a matter of luck.

Scale source: Marsha Shenk of [www.BestWork.org](http://www.BestWork.org)

Authenticity

~ Uncover your true self ~

# 7 Capacities Of Positive Leadership

Reason





# Authenticity

Origin of social force: Where does application of force begin?



“

We can keep ourselves so busy, fill our lives with so many diversions, stuff our heads with so much knowledge, involve ourselves with so many people and cover so much ground that we never have time to probe the fearful and wonderful world within. By middle life most of us are accomplished fugitives from ourselves.”

**AUTHENTICITY**

I am who I am in  
how I act & speak

John W. Gardner

- Purpose & Outcomes
  - Purpose – To increase your understanding of Authenticity, its role in effective leadership, and its ability to amplify social force.
  - Intended Outcomes – To prompt reflection on your authentic self and inspire you to choose actions that increase your capacity for being authentic.
- Authenticity Defined
  - Authenticity is the matchless, irreplaceable essence that defines you. The most celebrated leaders live authentically as individuals first, using Authenticity as a sources of personal strength and then infusing it into their communities to make them stronger.
  - We are compelled to trust people who know themselves. We find them credible. We find ourselves being led by them.

au·then·tic·i·ty

/ôTHen 'tisədē/  
noun

1. authenticity is the degree to which one is true to one's own personality, spirit, or character, despite external pressures
2. undisputed credibility, genuineness, to be truly present and connected to one's own life, and the greater oneness of all life

- Authenticity and Leadership
  - Positive Leadership originates in Authenticity
  - Discerning Authenticity is a leader's duty.
    - If you believe that a desired course of action is necessary and a true reflection of who you are, then do you act on it or let it pass? Those moments are indicators of what's unique about you.
    - Your choice is often influenced by your upbringing and shaped by your values: the thought that comes to you is a product of your unique strengths, experiences, skills and knowledge.
    - What you do in those moments give you one way to assess your Authenticity.
  - Four ways Authenticity increases social force
    - When we hear someone speak from conviction, in these acute moments of Authenticity, it is powerful and moving. Contrast that with a speaker who seems insincere. At some point, either subconsciously or mindfully, the listeners scan for Authenticity.
    - Credibility rises to the degree one is authentic and less time is given to evaluating the leader and more time is available for creativity, solutions and progress. When leaders are more favorably received, the impact of their actions is amplified. Authenticity multiplies your social force.
    - Authenticity is contagious. Authentic leaders foster authenticity in others. They let people know it is safe to be authentic. Social forces says that if I (as a leader) open up to you, then you are more likely to open up to me.
    - Creating a climate of Authenticity for others increases their engagement.



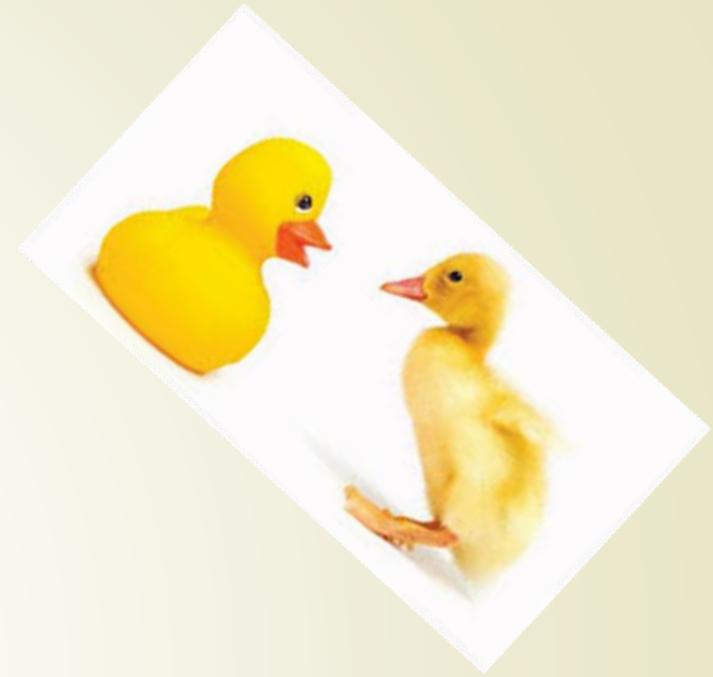


- Authenticity Principles

- Instead of merely defining Authenticity as “being who you truly are”, breaking it down into the following 4 elements help connect more deeply the capacity of authenticity.
  - Self-Knowledge – “getting in touch”. Life experiences constantly shape us. We constantly view ourselves through a biased lens – both positively and negatively. And sometimes the error is that often we judge others less generously than we judge ourselves. Gaining clarity of both our positive and negative dimensions allows us to be more effective welders of social force.
  - Self-Acceptance – “accept”. Self-acceptance means that not only are you aware of your strengths and your weaknesses but that you can equally accept compliments for where you excel and criticism for where you do not. You are “comfortable in your own skin”. Self-acceptance also demands that we embrace our virtues – natural gifts, ideals, and aspirations. People who are not self-accepting can be more perfectionistic and self-critical.
  - Self-Development – “embrace”. The poet Rumi advised us to “water the flowers, not the thorns.” We are to start our self-development and focus on the areas that are an extension of our authentic talents. Understanding also that our weaknesses need to be managed in ways other than developing them – like forming partnerships with people who are strong where we are weak or we can develop systems or find tools to help us. Embracing your self-development influences others to also self-develop.

- Self-Assertion – “express”. Self-assertion is not about showing off or bragging. Nor is it about preventing others from asserting themselves. It’s the quality of advancing one’s self- your values, aspirations, views, etc. Balancing assertive behaviors between passive and aggressive can be difficult for some. Remember that passive behaviors are forgoing things that are rightfully yours to pursue (like a promotion or advancing for causes that are important to you). It means you hold yourself back even to your own detriment, anxiety, and frustration. And aggressive behaviors are taking what you want at the expense of another person being able to do the same. Passivity might never produce the outcomes you believe to be necessary and aggression invites resentment and resistance.

- Authenticity Inhibitors – What’s getting in the way?
  - Other people’s truths, desire to please others, self-doubt, false ideas of oneself, absence of introspection and life’s little trappings.
- Connecting Points – Pulling it all together.





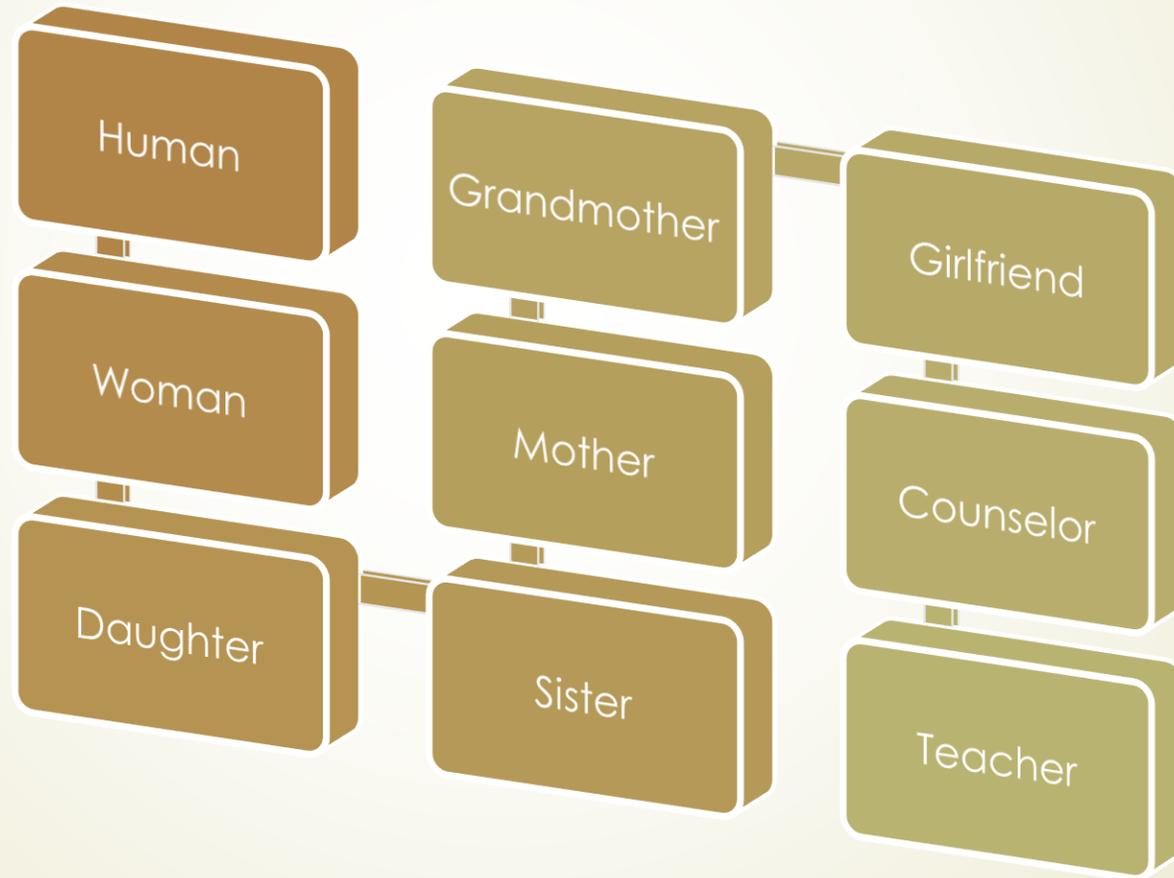
# Authenticity Practice

## *Users Manual...*

- ▶ The things I enjoy working on involve...
- ▶ What people can always rely on me to provide include...
- ▶ When I am at my best I am...
- ▶ Some areas where I may struggle are...
- ▶ What really makes me trust people is...
- ▶ I appreciate it when the people I work with...
- ▶ The kinds of people that complement my strengths...
- ▶ What constitutes work well done is...
- ▶ The best way to share feedback with me is...
- ▶ What makes me feel engaged is...

# Authenticity Practice

100 things about me...



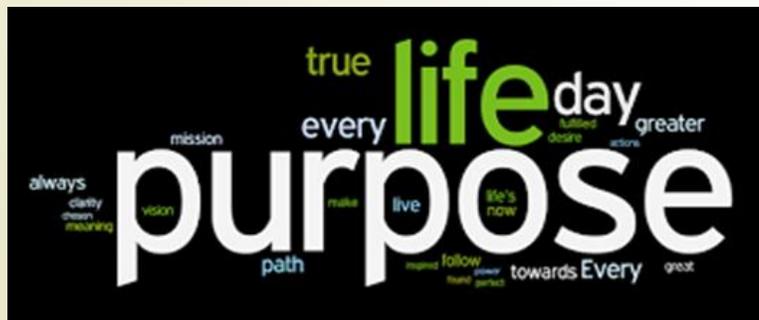


# Purpose

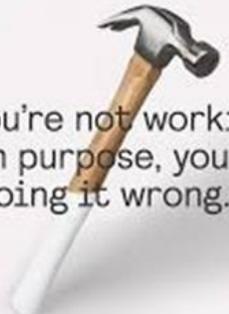
Direction of social force: Where is the force going?



- Purpose Defined (Original, Personal, & Situational)
  - Original Purpose is stated as the foundation for surviving. All people and organizations require resources to survive before expansion or upgrading.
  - Personal Purpose is stated as providing a sense of direction in one's life. "Life is not a dress rehearsal." Not always a "sign" in front of us but can be identified by looking at the "golden thread" that runs through our lives.
    - Questions for personal purpose include:
      - Under what conditions are you at your best? What drives you? For what can you not resist volunteering?
    - The willingness to risk failure
    - Your Purpose is inherently important
    - Look for what energizes you.
    - "No matter how far down the wrong road you go, turn back."
  - Situational Purpose is purpose that changes from one set of circumstances to another.
    - Requires pausing to ask "Why?", "How come?", "Why is this important?", and "What are we trying to accomplish?" amid the pressure to take immediate action. This helps in making clarifying purpose a mental habit.



- Purpose and Leadership
  - Why purpose matters to leadership:
    - “There is a great deal of evidence that people are hardwired to care about purposes.”
    - “People suffer when they lack purpose.”
    - Intrinsic vs. extrinsic motivations in leadership state that authority works on obligatory (extrinsic) efforts and leadership triggers discretionary (intrinsic) efforts.
  - Discerning Purpose is a leader’s duty.
    - Four key features of Purpose: ensures the maximum use of resources and effort, keeps us focused, has generative power, and is a source of unique competitive advantage.
      - Action vs. Motion – the difference between the two is purpose.
      - Too much to do and not enough time to do it? Do 3 things to keep focused.
      - Purpose causes us to dig a little deeper, plant our resolve a little more firmly, find solutions we might have neglected.
      - A compelling purpose gives you a competitive advantage.



If you're not working  
with purpose, you're  
doing it wrong.

- Purpose Principles
  - Exploring 3 models
    - Three requirements of any purpose.
      - Discern, Articulate, & Fulfill
    - Addresses the sometimes abstract nature of purpose by connecting it to more tangible concepts: Outcomes and Methods
      - SMART – specific, measurable, achievable, realistic, & time bound
      - Discern purpose first, clarify outcomes second, and establish methods third.
    - The role of positive leaders to align communities on purpose.
      - Be clear about the purpose (i.e. “profit is not a purpose”)
      - Technicians vs. Operators
- Purpose Inhibitors – What’s getting in the way?
  - Overwhelm, Conflicting, Shallow, Self-Doubt, and Diluted Purposes
- Connecting Points – Pulling it all together.



# Purpose Practice

Personal Purpose



*The Personal Touch*



*Raising the Bar*





# *Purpose Practice*

## *Quit your Job or Fix your Job*

- ▶ This exercise is a specific application of clarity through contrast. At various times in our lives, many of us have experienced a less than ideal work situation. We may have seen people who stay in those circumstances and, instead of making a change, they make everyone else miserable as well.
- ▶ This exercise offers a choice; instead of wallowing, its empowering. If we can align our jobs more with our purpose we will fix our job, but if we cannot then we may be better off creating a transition plan.
  - ▶ List 5 things about your current job that seem to conflict with your personal purpose. For each one, come up with at least one fix you can try.



# Advocacy

Velocity of social force: How intense and compelling is the social force?



## Advocacy



- Purpose & Outcomes
  - Purpose – To articulate the real work of leaders – how they shape their communities through Advocacy and personal example.
  - Intended Outcomes – Increase your ability to effectively appraise what is worthy of Advocacy and your skill to mobilize others.
- Advocacy Defined – to call people toward something of importance.
  - Advocacy is one of the most essential actions that evoke reactions from others and it is primary strategy for mobilizing communities beyond survival and toward thriving.
  - Qualities of an effective advocate: clarity, conviction, provide compelling rationale, specifically focused, inspire other advocates, anticipate sources of resistance and address rather than avoid them, and they are the right person for the message (if not, they identify the right person).
- Advocacy and Leadership – Advocacy is rooted in the idea of change and may be necessary for a community's survival and thriving.
  - Advocacy comes in many sizes and is about substance and skill. Positive Leadership is concerned with possessing both.
    - Advocating for people
    - Advocating for products & services
    - Advocating for ideas
    - Advocating for open communication among community members (dialog).  
“Dialogos” is Latin for “flow of meaning”.



- Advocacy Principles
  - Advocacy Platforms – they are rarely a physical stage but more moments of accountability
  - Four main components to build a stronger Advocacy Platform. These building blocks of advocacy help to build a stronger leadership advocacy platform.
    - Clarity
      - The 5 Canons of Rhetoric
    - Conviction
      - “You have enemies? Good. That means you’ve stood up for something, sometime in your life.” *Winston Churchill*
      - If you are already convinced, you have conviction. It cannot be faked. Without clarity, you look to your audience for reassurance. With clarity and conviction, your audience looks to you for where to go.
      - Degrees of Conviction in Advocacy: Superficial, Comfort, Safety, and Survival
    - Credibility – Four sources of Credibility
      - Credentials, Associations, Essential Understanding & Actionable Insight
    - Compelling Case
      - Identify your true convictions and present them in a way that compels others.
      - Levers of Changing Minds
        - Reason, Research, Resonance, & Reframing
- Advocacy Inhibitors – Threats to a leader’s capacity for Advocacy; most are within the leader’s control.
  - Poor Listening
  - Overextension
  - Lack of Preparation
- Connecting Points



# Advocacy Practice



## ► Monroe's Motivated Sequence

1. Attention – Get the attention with the use of a compelling story, shocking example, powerful statistic, provocative question, etc.
2. Need – Show how your issue addresses a relevant need of your audience. The premise here is what motivates people is a felt need. This step is about bringing the need to the level of conscious attention and connecting your topic to that need.
3. Satisfaction – Once the need is elevated to the level of awareness, provide the likely solutions to that need in comparison to your particular solution. Demonstrate how your solution is the superior one in comparison to the others.
4. Visualization – Help your audience see the positive benefits if your solution is implemented and/or the negative consequences if it is not. Furthermore, provide a clear, step-by-step process for how to implement the solution.
5. Action – Specifically tell your audience what actions they can personally take to implement the solution to solve the problem.

# Advocacy Practice for People

- ❖ Who have been the most significant advocates in your life? How did they show their advocacy for you?
- ❖ Who have you sponsored in the past? What made you advocate for them?
- ❖ Who is someone you would like to advocate for now? In what way do you want to advocate for him/her?
- ❖ What is your plan to maximize the impact of your advocacy?





- Purpose & Outcomes
  - Purpose – Prepare leaders for the difficulties of leadership and provide insights and tools for bolstering Resilience.
  - Intended Outcomes – Gain a greater appreciation of Resilience to contend with the challenges of leadership and increase your capacity for Resilience in both your personal and professional life.
- Resilience Defined
  - Resilience is defined in Al Siebert, PhD's book *The Resilience Advantage: Master Change, Thrive Under Pressure, and Bounce Back from Setbacks* as the ability to:
    - Cope well with high levels of ongoing disruptive change;
    - Sustain good health and energy when under constant pressure;
    - Overcome adversities;
    - Change to a new way of working and living when an old way is no longer possible; and
    - Do all of this without acting in dysfunctional or harmful ways.
  - The capacity to demand ratio is always in flux in the day-to-day and even moment-to-moment. Effective tactics fall into two main categories: increasing our capacity and managing the demands.
  - All of us have limits and often we ignore the feedback we get when overloading them. It can be physical (fatigued, injured or more susceptible to illness) or cognitive which can push our emotional states of stress, fear, disappointment, frustration and guilt.
  - Willpower can be looked at like a smartphone battery. By the end of some days, that battery is almost depleted and requires a charge midway through the day. At the end of other days it still has 90% of life.
  - Things that can be a high drain on your battery are changing a habit (quitting smoking, dieting). Also the act of decision making all day can cause that same battery drain.

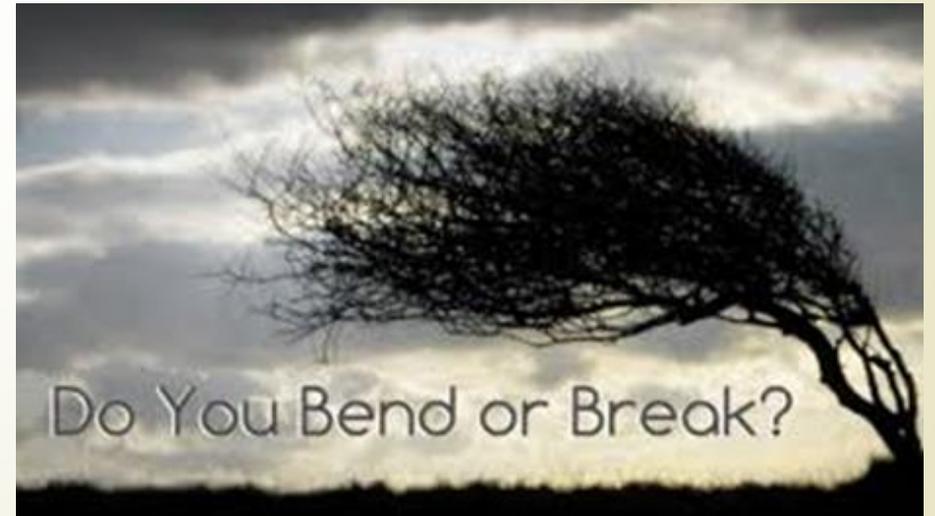


- Resilience and Leadership

- Resilient people avoid wasting their efforts on things that don't matter so they have reserves to dedicate to things that do. They can also stay in unavoidably tough situations longer and sometimes that the only difference necessary to separate success from failure. People that know their limits can manage their capacity-demand ratio and demonstrate adaptive capacity to channel social force (aka lead) more effectively.
- Operators vs. technicians of Resilience
  - Operators do not realize that there are methods to increase our capacity and manage the demands. Instead, they plow ahead....until they can't. They often determine their capacity-demand ratio based on how they feel in the moment.
  - Technicians understand how to manage complexity, know how much demand they can handle, and are skilled at anticipating overload. They contemplate the risks and prepare for potential troubles ahead of time to minimize their exposure to them.
  - Life cycle of organizations (and individuals)
    - Phase 1: Entrepreneurial – This is the phase that is the inspiration to undertake a given endeavor (for example to climb a mountain). It's marked with intense effort to lift the given endeavor off the ground. The duration of the entrepreneurial phase can vary greatly.
    - Phase 2: Plateau – This point makes clear progress, an opportunity to step back and recuperate. You can enjoy the fruits of your labor. Some people may want to become complacent but the world doesn't allow it.
    - Phase 3: Adaptive Challenge – Adaptive Challenges can lead to decline – a descent into chaos. Or they can also lead to a new phase of entrepreneurialism or re-invention.



- Resilience Principles
  - Traction, distraction, and action gives principles to apply to each stage in order to increase your capacity and manage your demands. First, recognize the stage, then apply the appropriate approach to enhance your resilience.
    - Traction is the application of effort and force to generate motion (refers to the Entrepreneurial Phase).
    - Distraction is taking your eyes off of what matters (refers more to the Plateau Phase).
    - Action is the purposeful, deliberate response to get the desired reaction ( in the Adaptive Challenge Phase).
- Resilience Inhibitors – What’s getting in the way?
  - You, other people, lack of organization, lack of purpose, too many (or unclear) commitments, FoMo (Fear of Missing out), and clutter
- Connecting Points – Pulling it all together.



# Kyle Maynard: The Power of Failure

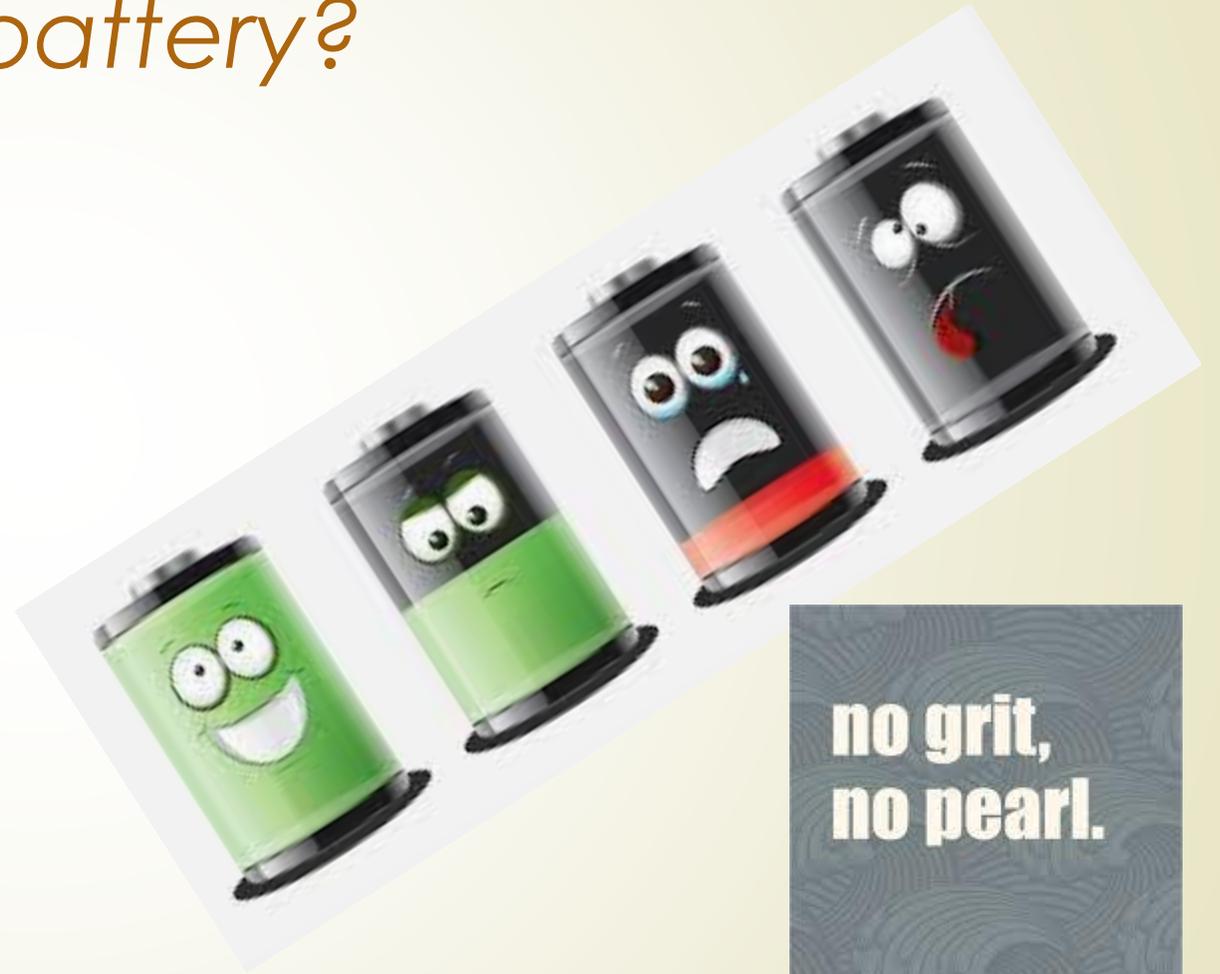
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# Resilience Practice— What drains/charges your battery?



"FAILURE SUCKS,  
BUT INSTRUCTS."



no grit,  
no pearl.





- Purpose & Outcomes
  - Purpose –Enhance understanding of the leader’s role as principle community architect.
  - Intended Outcome – Gain direction to help your community thrive.
- Community Building Defined
  - It is defined in this curriculum as a group of people connected through identity attributes that work together over time to meet common needs and solve common problems.
  - Community Building is about providing people with a platform to be their best selves. Our communities do not belong to us; we belong to them. Communities give us sustenance and meaning. Without communities, there is no leadership. Social force is dependent upon social venue.
- Community Building and Leadership
  - Leaders set the tone of the Community. There are 3 ways you can employ social force to build stronger community. These tools are call the growth cycle. They are Galvanize, Organize, and Mobilize. This process is an actualization of social force as it helps people to get on board, become an organized group, and make positive changes.
- Community Building Principles
  - Place of association vs. community. See attached table.
- Community Building Inhibitors – What’s getting in the way?
  - Community decline and renewal, bad apple theory, and over-reliance on authority
- Connecting Points – Pulling it all together.





# Community Building Practice – Community Leadership, Communication, & Advocacy

- ▶ Do the community leaders in your group foster a sense of community? How clearly are the values articulated and shared? To what degree do members of your organization actively embrace and embody the values? Consider the ways your leadership creates a sense of community and inhibits it.
- ▶ How are differences of opinions handled in your organization? Do people feel comfortable exchanging different opinions? How actively do you attempt to understand and appreciate a differing perspective? Are there important people in your organization with whom you find it difficult to share an opposing point of view? Start (at the next meeting) to actively seek different ways of seeing things.
- ▶ Do you currently have a mentor? Do you feel “sponsored” by others regardless of where they are in the hierarchy? Who, if anyone, are you currently mentoring? If nobody, who would you identify as a good candidate to mentor?



# Reason

Clarity of social force: To what degree is it free of distortion?



**reason**

- Purpose & Outcomes
  - Purpose –Emphasize a leader’s role in distinguishing reality from perceptions.
  - Intended Outcome – Become more deliberate in weighing your perceptions against reality to enhance your capacity for Reason.
- Reason Defined
  - Reason is about paying attention to the matters that require a response and making a fundamental choice – one that we make repeatedly without realizing it; to engage or avoid reality. Reason is ultimately about action because it allows us to determine which positive actions will produce the positive reactions we want.
  - The capacity of Reason is about attuning ourselves to reality and bringing others along with us.
  - There are two choices as you face your given reality: Reason or Avoidance. The Reason route is the Positive Leadership route. When avoidance is the choice, you could be following the path to a diminished reality through: Distance, Defer and Despair.
- Reason and Leadership
  - Leaders set the bar by demonstrating Reason. When looking at the difference between leadership and authority we see that Reason is more associated with Leadership. Authority usually demands compliance, while reason evokes the discretionary effort and increases one’s social force.
- Reason Principles
  - Using these three action steps can help reach a new, improved reality. They are Invest, Interpret, and Intervene.
    - Invest is the gathering data phase, interpret is the phase where one would synthesize the data collected. And finally, the intervene phase is the action stage that evokes reactions from others.
- Reason Inhibitors – What’s getting in the way?
  - Avoidance can be the path to a diminished reality through distance, deferral, and despair. Distance pushes the problem away while deferring denies your investment. Despair is the stage where your reality seems insurmountable. (We all do these things, but catching and correcting these behaviors impacts our ability as leaders.)
- Connecting Points – Pulling it all together.



“

The happiness in your life depends on the quality of your thoughts.

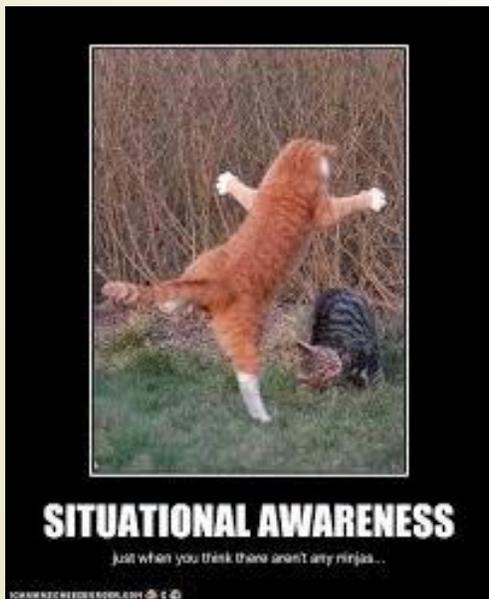
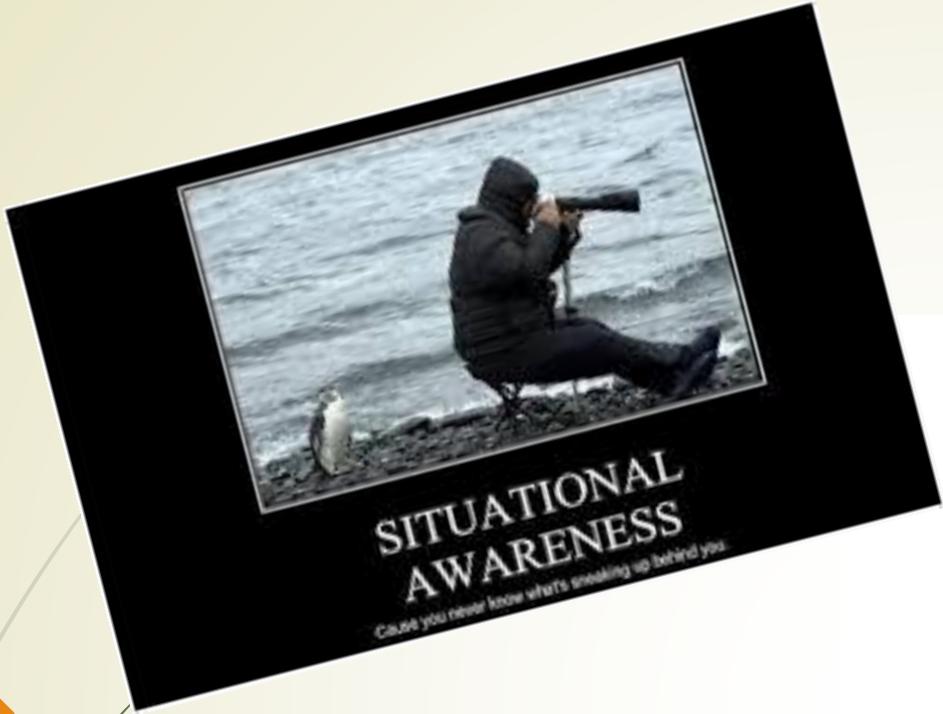
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- Marcus Aurelius

#### Wise Reasoning Practice

- Considering perspectives of all people involved in a conflict (not just seeing things from one's own perspective)
- Recognizing uncertainties and the limits of knowledge (not thinking that one knows everything)
- Understanding the importance of compromise between opposing viewpoints

(source: Does Wisdom Bring Happiness (or Vice Versa)?, Robert Wright, August 9, 2012, [The Atlantic](#))



# *Situational Awareness*



# Gratitude

Renewal of social force: How is the force perpetuated?

- 
- Purpose & Outcomes
    - Purpose –To demonstrate the positive and renewing social force of Gratitude
    - Intended Outcome – To see Gratitude as a source of personal fulfillment and understand ways to inject that spirit into your community.
  - Gratitude Defined
    - It is the capacity for appreciating the positive benefits we receive in life. It is the capstone of the seven capacities. Showing Gratitude in Authenticity, Purpose, Advocacy, Resilience, Community Building and Reason helps a leader to become more powerful. It's in line with the Positive Psychology movement in that it directs attention towards human strengths and values.
  - Gratitude and Leadership
    - Gratitude should be cultivated and that will improve your social force. People need to free important like people need to breathe. Appreciation is that essential. You can think of Gratitude as the oxygen of social force.
    - Gratitude means celebration.
    - Gratitude means reciprocation.
    - Gratitude means connection.
    - Gratitude means fulfillment.
    - Gratitude as repair.
    - Gratitude as happiness.
    - Gratitude as leadership.



- Gratitude Principles (*read Tecumseh's quote*)
  - There are four gateways that transform perceptions in to Gratitude: presence, observance, recognition, and expression.
    - Being present means being mindful. Being mindful means being aware where your mind goes and bringing it back to the present moment. Presence is about bringing your mind to what your senses register in the current reality.
    - From the place of observation, we can see things that normally blur past us. Presence facilitates observance. Observance allows for recognition.
    - Recognition begins in the moment that our ego subsides and the borders of our individualism recede. But, recognition does not happen without presence and observance.
    - Expression of Gratitude brings it to life.
- Gratitude Inhibitors – What's getting in the way?
  - Hustle and Bustle, Focus on Self, Redundancy
- Connecting Points – Pulling it all together.

# Gratitude Practices



## Easy Ways to say "Thanks"

- ▶ Upgrade the coffee or other office perk to express appreciation.
- ▶ Give in a person's name to charity or cause that he/she cares about.
- ▶ Make life easier – offer things that may help staff save time (like dry cleaning pick up/drop off).
- ▶ Communicate gratitude of the chain of command.

## Gratitude as Repair – an apology...

- ▶ It should be sincere.
- ▶ Should be about the other person, and not you.
- ▶ You should be humble.
- ▶ Frame your apology in terms of your overall goals for the relationship.





# Journaling for Gratitude





# Conclusion: Tying it all together Alignment and Leadership

- Purpose & Outcomes
  - Purpose –To weave together the main threads of Positive Leadership through the lens of creating alignment as an act of leadership that enriches communities.
  - Intended Outcome – To create alignment with the purpose of evoking positive actions from others and encourage the ongoing development of your capacities.
- Tying it all Together
  - View leadership as a social force instead of a title, role, or position opens up possibilities. The capacities are seven integral aspects of one larger whole – a social force that spurs positive actions and renders positive reactions from others.
- Alignment and Leadership
  - The ability to align people and purposes, values and actions, causes and constituencies is the common quality witnessed among those worthy of being called leaders.
  - Alignment creates a qualitative difference from those who lack alignment.
- Contrast vs. Alignment
  - The state of being mismatches to such a degree as to inhibit performance as opposed to a correct positioning of elements for optimal performance. Contrast is a natural bi-product of independent entities operating in an open system.



# GOING FORWARD



All capacities in *Positive Leadership* can be developed with application, reflection, and reapplication. All are meant for the single purpose of increasing your social force – your ability to take positive actions that evoke positive reactions from others regardless of your formal title, role, or position in order to support your journey of development of individuals and communities.



Thank you!