



# Better Leaders

INSTRUCTIONAL COACHING GROUP

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## FACEBOOK

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A portrait of a young woman with short, dark, curly hair, wearing black-rimmed glasses and a light-colored, possibly beige, top. She is smiling warmly at the camera. The background is softly blurred, showing hints of green foliage and indoor lighting. The text 'LEADING OURSELVES' is positioned in the upper right corner of the image.

**LEADING OURSELVES**

# PARTNERS



**Why?**

**We are losing faith in  
our leaders**



SEPTEMBER 19, 2019

Trust, Facts and Democracy



# Why Americans Don’t Fully Trust Many Who Hold Positions of Power and Responsibility

*Members of Congress and technology leaders are rated lower in empathy, transparency and ethics; public gives higher scores to military leaders, public school principals and police officers*



(Photos, clockwise, by Win McNamee, Stefani Reynolds, Vatican Pool-Corbis and Paul Bersebach/MediaNews Group/Orange County Register, all via Getty Images)

People invest their trust in institutions and those who have power for a variety of reasons. Researchers have

**Most think key institutional actors behave unethically at least a little of the time**

% of U.S. adults who think \_\_\_\_\_ act unethically

Only a little    None of

## REPORT MATERIALS



Complete Report PDF



Topline

## TABLE OF CONTENTS

Overview

1. Where public confidence stands about eight groups that have positions of power and responsibility
2. Ethical behavior among those who hold these positions of power and responsibility

Acknowledgments

Appendix A: Demographic tables

Methodology

## RELATED

[PUBLICATIONS](#) | JUL 22, 2019

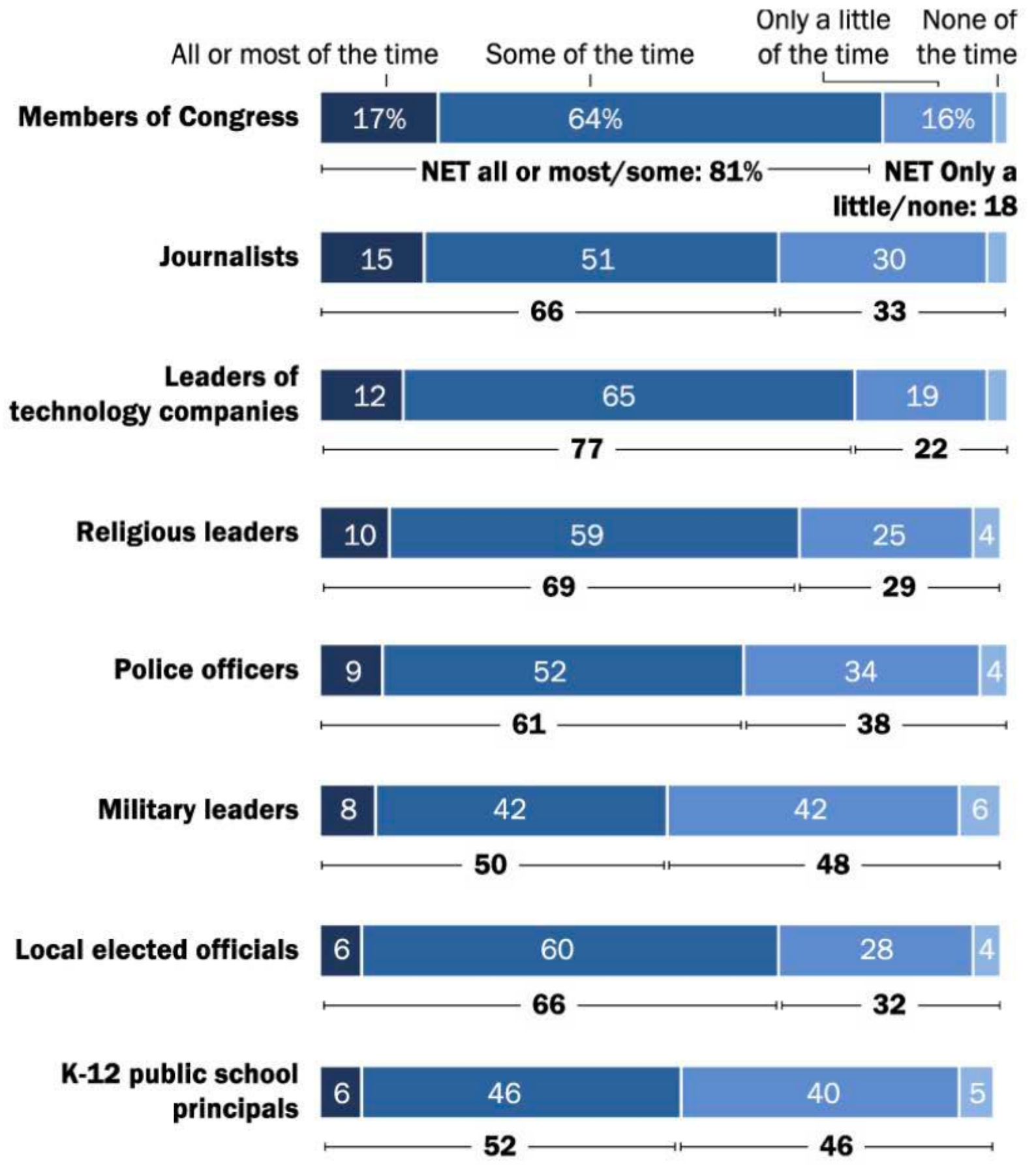
### Trust and Distrust in America

[PUBLICATIONS](#) | APR 11, 2019

### Public Trust in Government: 1958-2019

# Most think key institutional actors behave unethically at least a little of the time

% of U.S. adults who think \_\_\_\_\_ act unethically



Note: Those who declined to answer are not shown.  
Source: Survey conducted Nov. 27-Dec. 10, 2018, among U.S. adults.  
“Why Americans Don’t Fully Trust Many Who Hold Positions of Power and Responsibility”

**1.**

I walk on solid ground.

INTEGRITY, THE COURAGE TO MEET  
THE DEMANDS OF REALITY

—  
Dr. Henry Cloud

“Lays out a transparent way to be a terrific  
leader by drawing on and improving your best traits.”

—*New York Times*

Dr. Henry Cloud

coauthor of the million-copy bestseller *Boundaries*

integrity

the courage to meet  
the demands of reality

.....

HOW SIX ESSENTIAL QUALITIES  
DETERMINE YOUR SUCCESS  
IN BUSINESS



People who do best in life have a well-defined identity on a number of fronts. They are secure in their boundaries, they know what they like and don't like, what they believe in and value, and they love and hate the right things. They are not wishy-washy and what psychologists call identity diffused, wondering who they are or what they are about, or thinking that they are everything. You get a good definition of who they are just from being around them. (p. 144)

Henry Cloud, Integrity (2006)

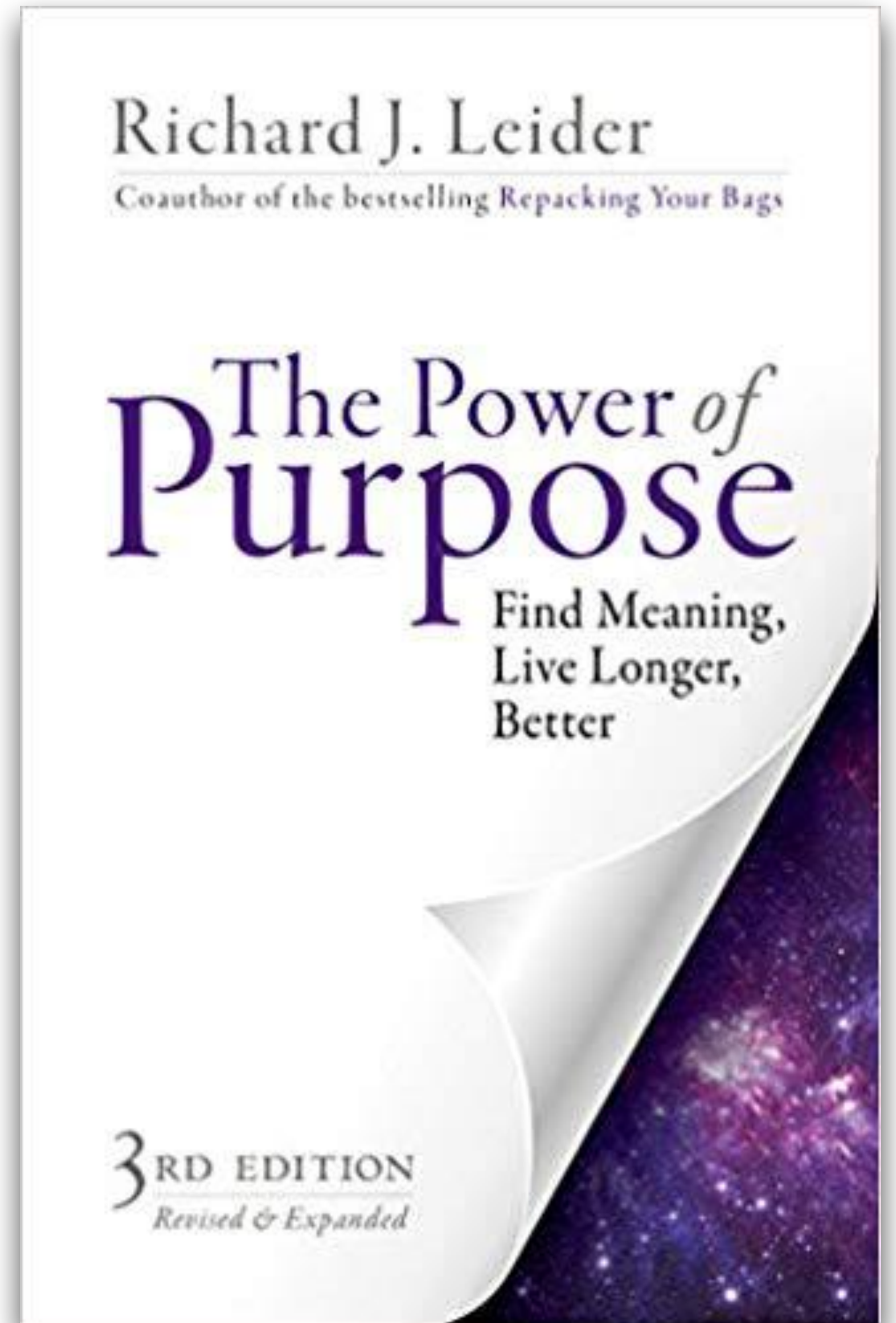



I know my purpose.

## THE POWER OF PURPOSE

---

Richard J. Leider



A close-up portrait of Jane Goodall, an elderly woman with white hair pulled back, wearing a blue turtleneck sweater. She has a gentle expression and is looking directly at the camera. The background is a soft, out-of-focus grey.

WHAT YOU DO MAKES A  
DIFFERENCE, AND YOU HAVE  
TO DECIDE WHAT KIND OF  
DIFFERENCE YOU WANT TO  
MAKE.

Jane Goodall

(Victoria Will/Invision/AP)

I walk on solid ground.



# Your Questions

---

How important is it to walk on solid ground?

How effectively are you walking on solid ground?

Do you need to change anything?

**2:00**

**2.**

I put others ahead of myself.

**2:00**

# EGO IS THE ENEMY

Ryan Holiday

"Ryan Holiday is one of his generation's finest thinkers, and this book is his best yet." —**Steven Pressfield**, author of *The War of Art*

# EGO IS THE ENEMY



INTERNATIONAL  
BESTSELLER

**RYAN HOLIDAY**

Bestselling author of *THE OBSTACLE IS THE WAY*



Most of us aren't "egomaniacs," but ego is there at the root of almost every conceivable problem and obstacle, from why we can't win to why we need to win all the time and at the expense of others. From why we don't have what we want to why having what we want doesn't seem to make us feel any better.

Ryan Holiday, Ego is the Enemy



# Putting Others Ahead of Me

1. Letting Others Talk
2. Being fully present
3. Learning About Others
4. Affirming Rather Than Judging
5. Stopping Taking Things Personally
6. Loving Others



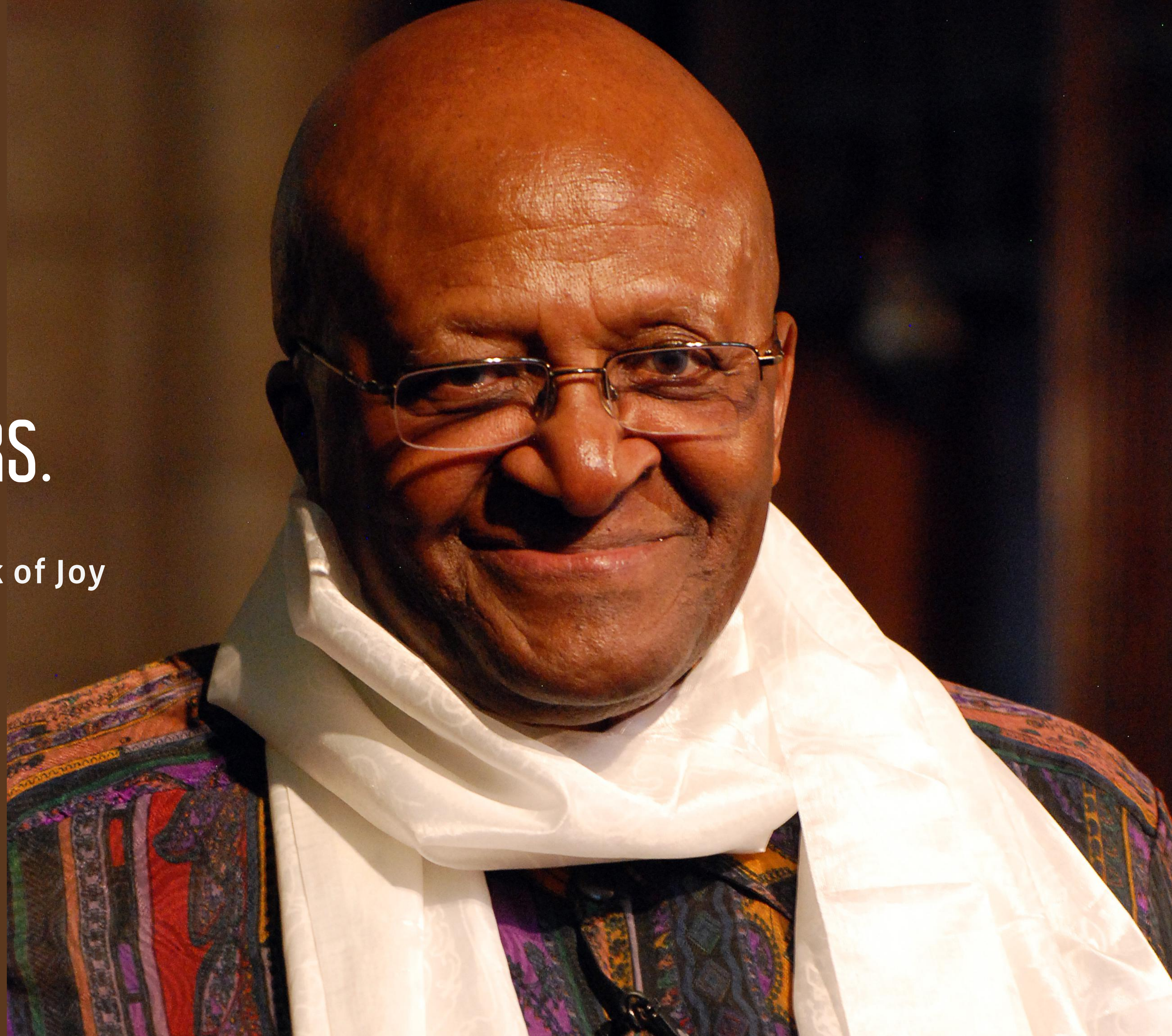
# ENGAGING THE WILL FOR THE GOOD OF ANOTHER

Dallas Willard



ULTIMATELY,  
OUR GREATEST JOY  
IS WHEN WE SEEK  
TO DO GOOD FOR OTHERS.

Archbishop Desmond Tutu, The Book of Joy



I HAVE DECIDED TO  
STICK WITH LOVE.  
HATE IS TOO GREAT  
A BURDEN TO BEAR.

Dr. Martin Luther King





## Your Questions

1. How easy is it for you to choose love over hate?
2. How easy is it for you to put others ahead of yourself?

**2:00**



3.

**Spend Your Time on  
What Matters**

**2:00**



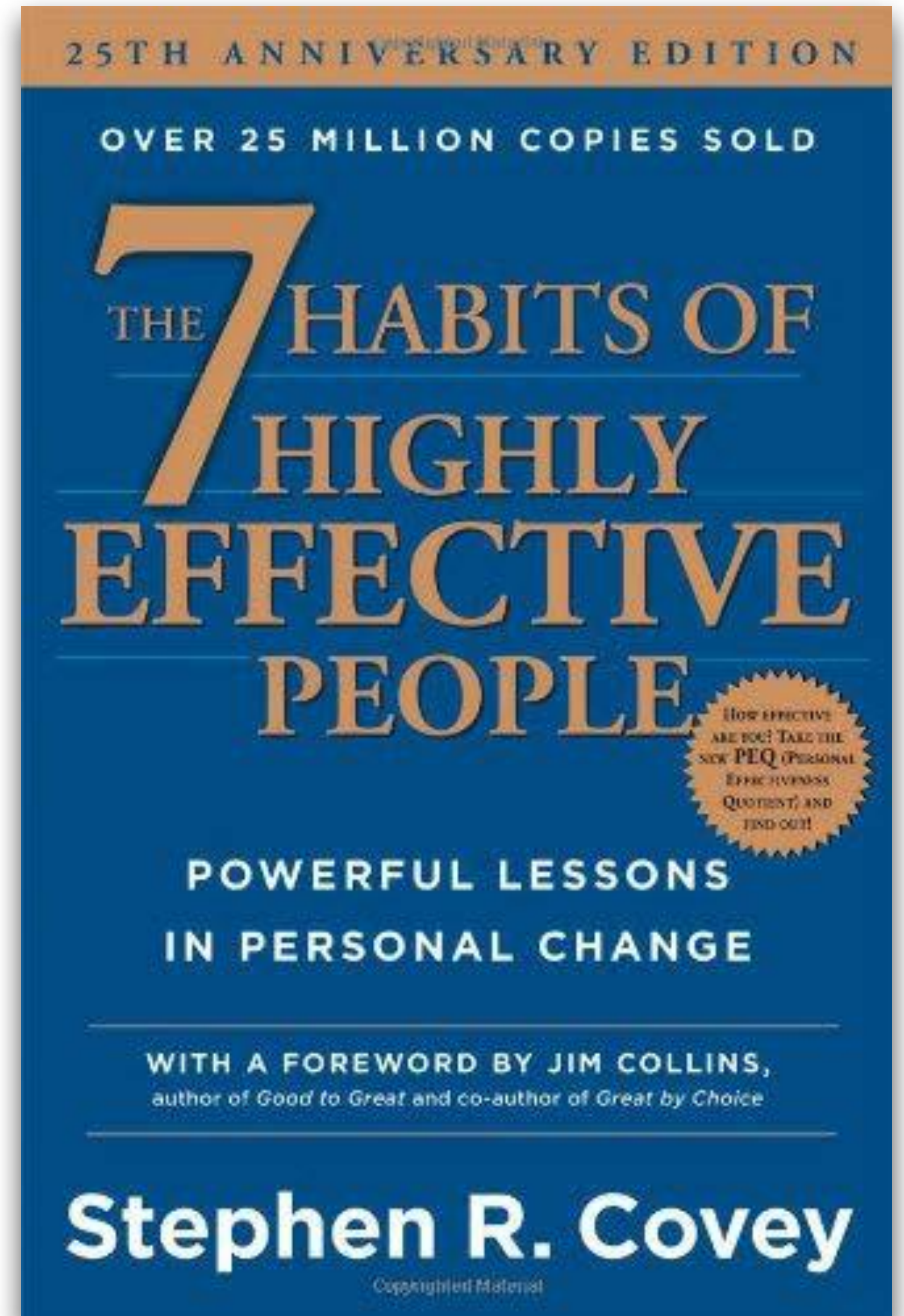
If you want to live a meaningful life, imagine yourself ten years from now, then ask yourself what you'll wish you'd done by then. Then do those things.

Donald Miller



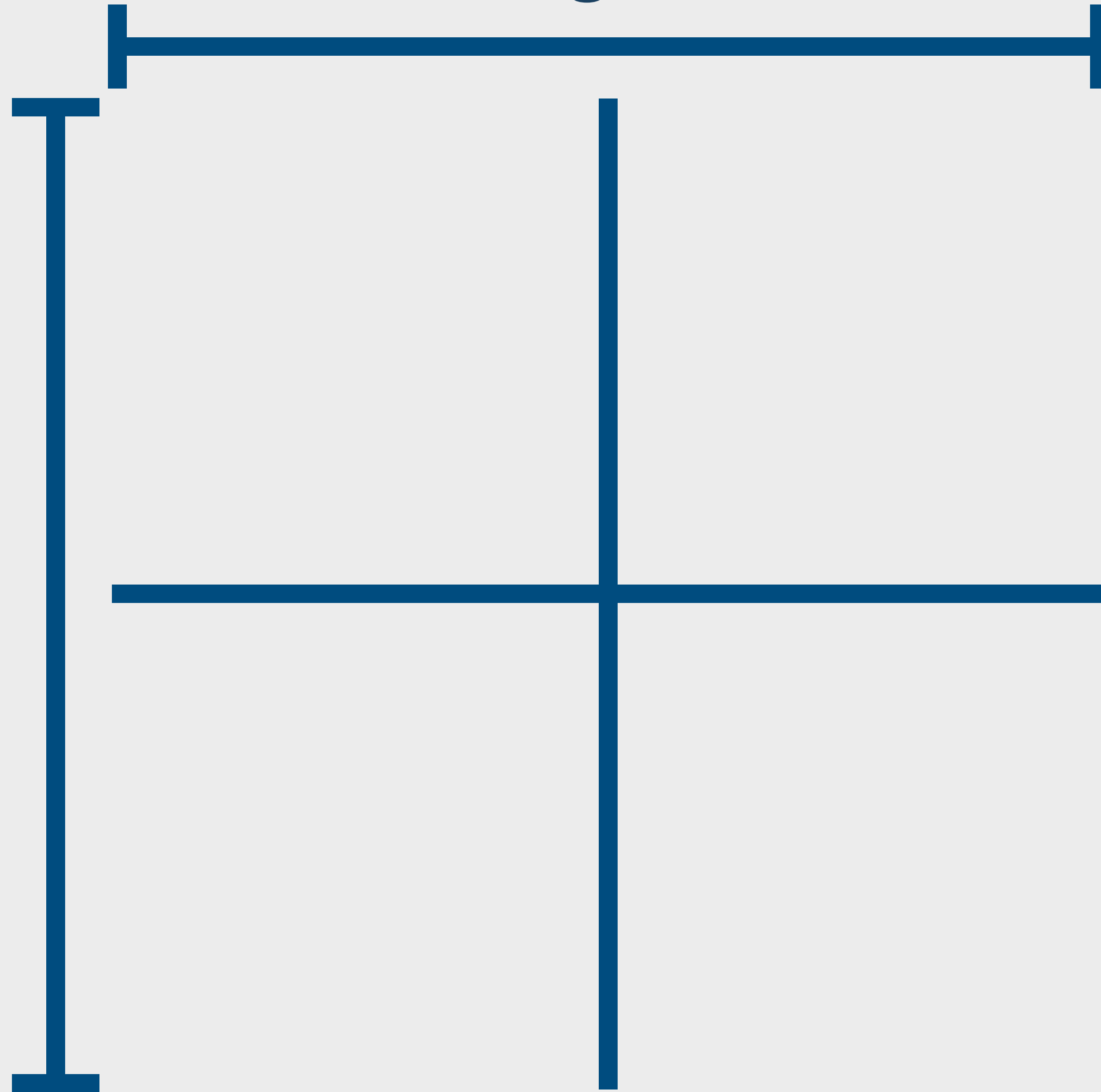
# THE 7 HABITS OF HIGHLY EFFECTIVE PEOPLE

Stephen R. Covey



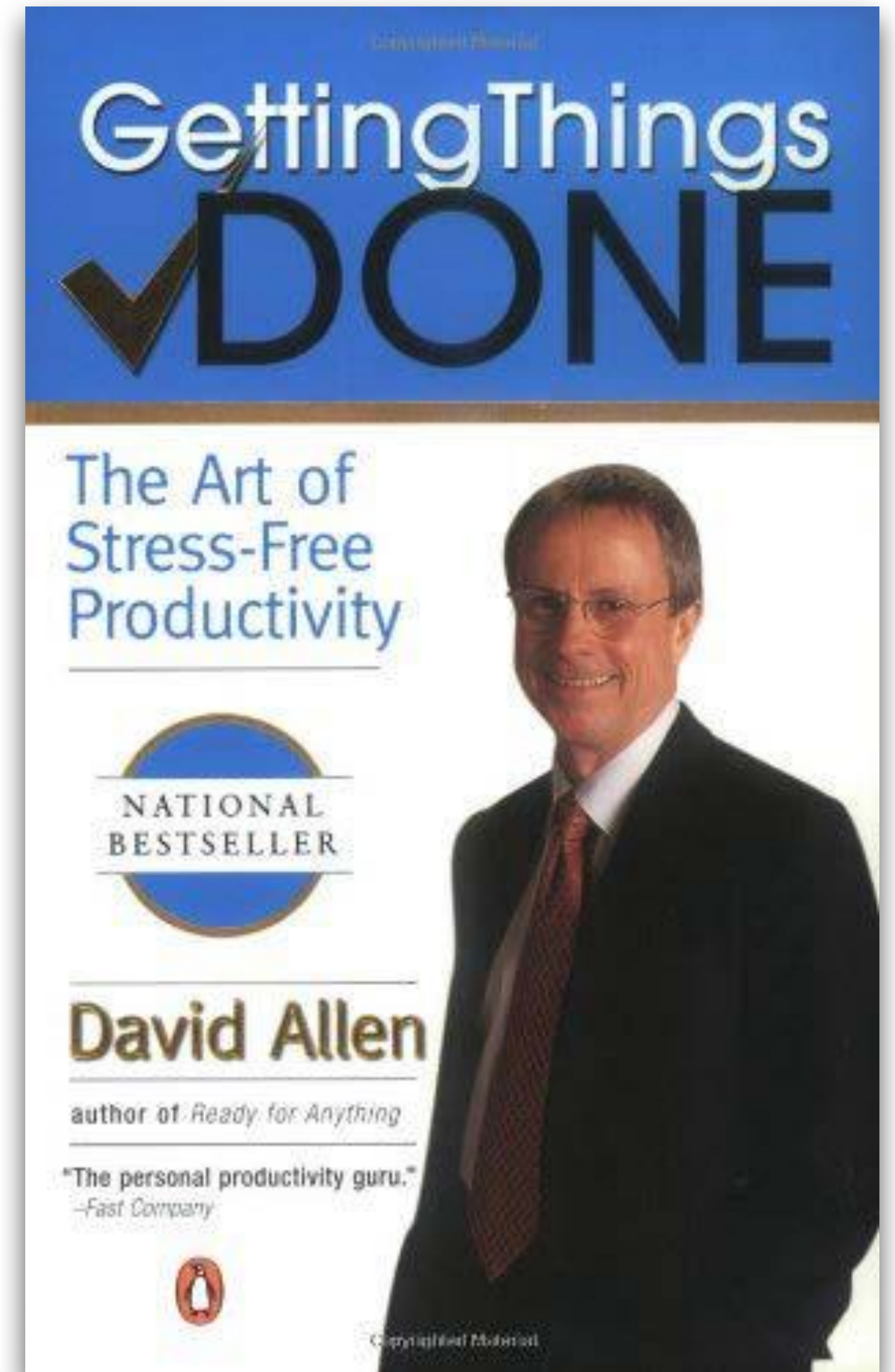
Important

Urgent



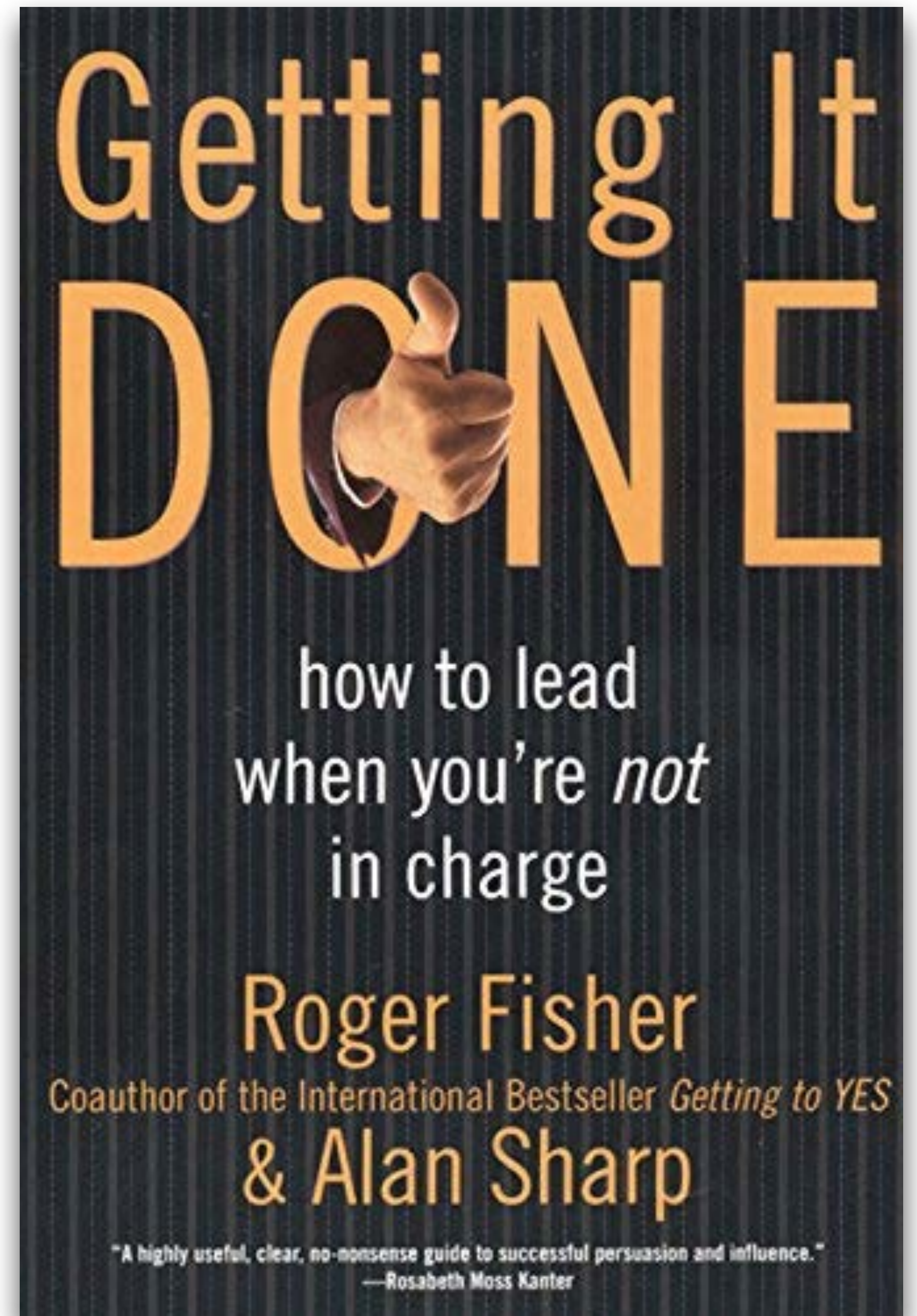
# GETTING THINGS DONE

David Allen



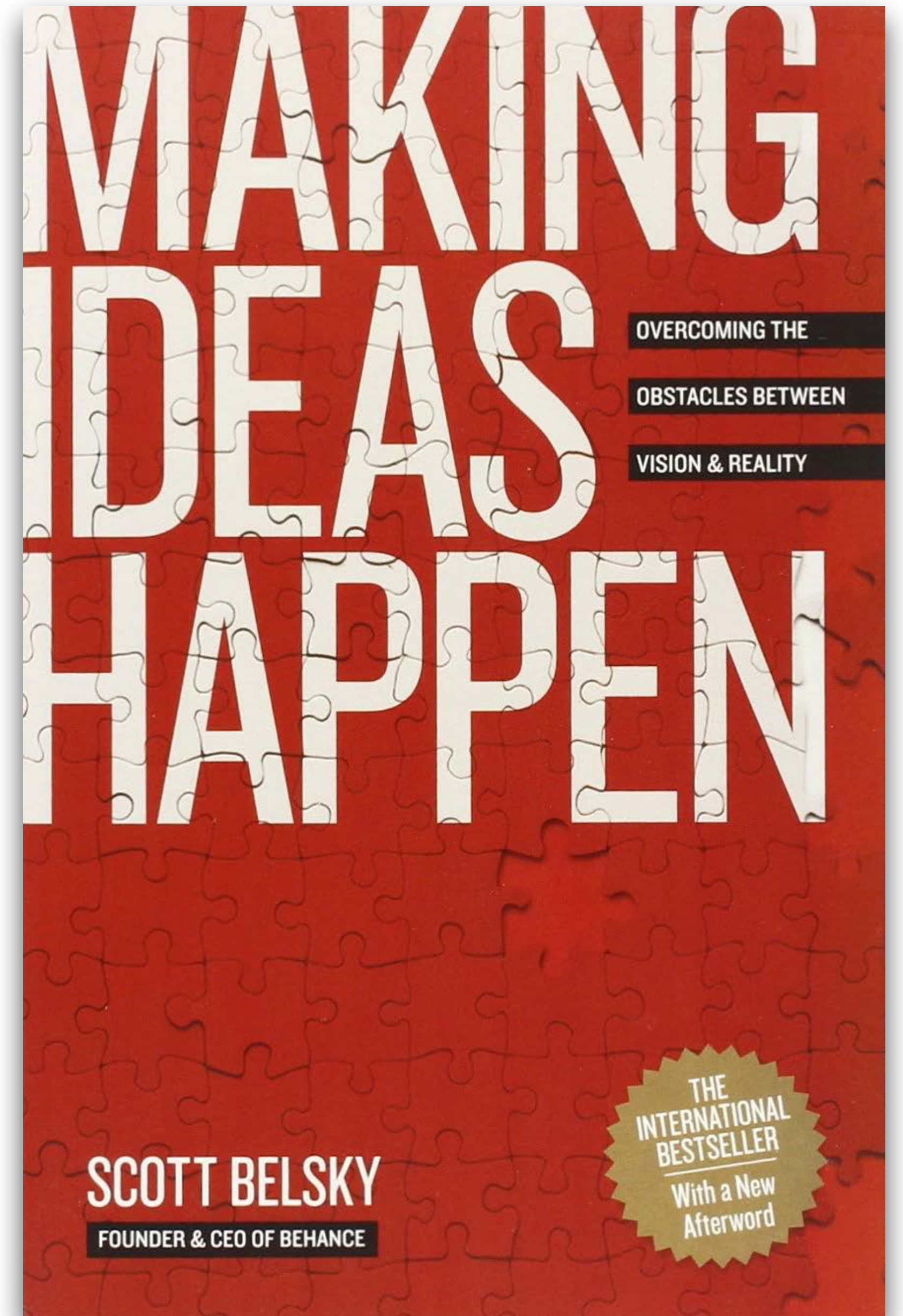
## GETTING IT DONE

Roger Fisher & Alan Sharp



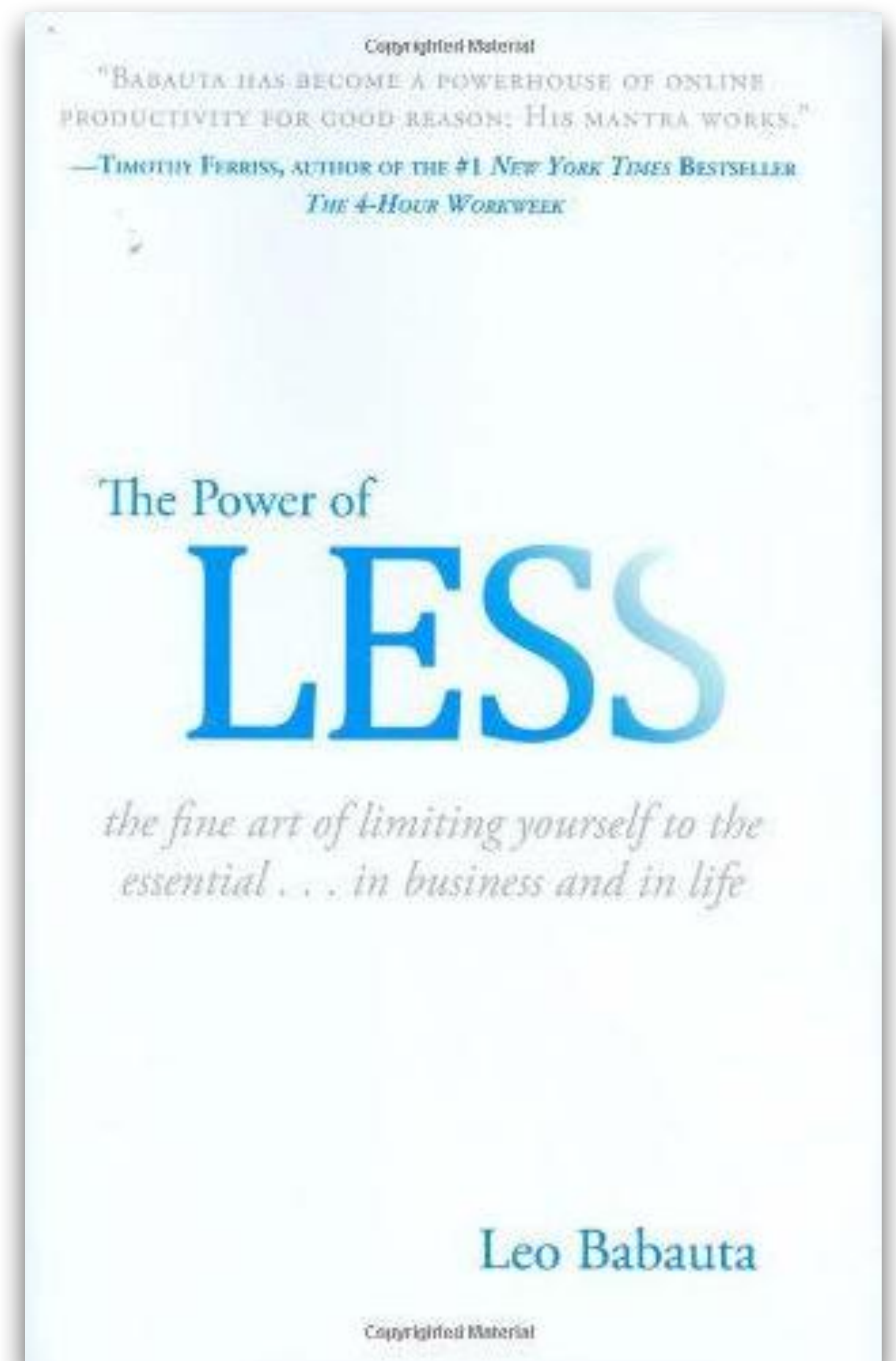
# MAKING IDEAS HAPPEN

—  
Scott Branson



## THE POWER OF LESS

—  
Leo Babauta





**Things I  
cannot change**

**Things I  
can change**

“Grant me the serenity to  
accept the things I cannot  
change, courage to change  
the things I can, and wisdom  
to know the difference.”

ORGANIZERS: EXAMPLE

ROLES

//////////

What postions do you hold?

Father.....  
Husband.....  
Senior Partner.....  
Researcher.....  
Writer.....  
Consultant.....  
Son-in-law.....

.....  
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PEOPLE

//////////

Who in your life is important to you?

Jenny.....  
Luke.....  
Ben-Birthday.....  
Emily.....  
Rob.....  
Karen.....  
Erika.....

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PROJECTS

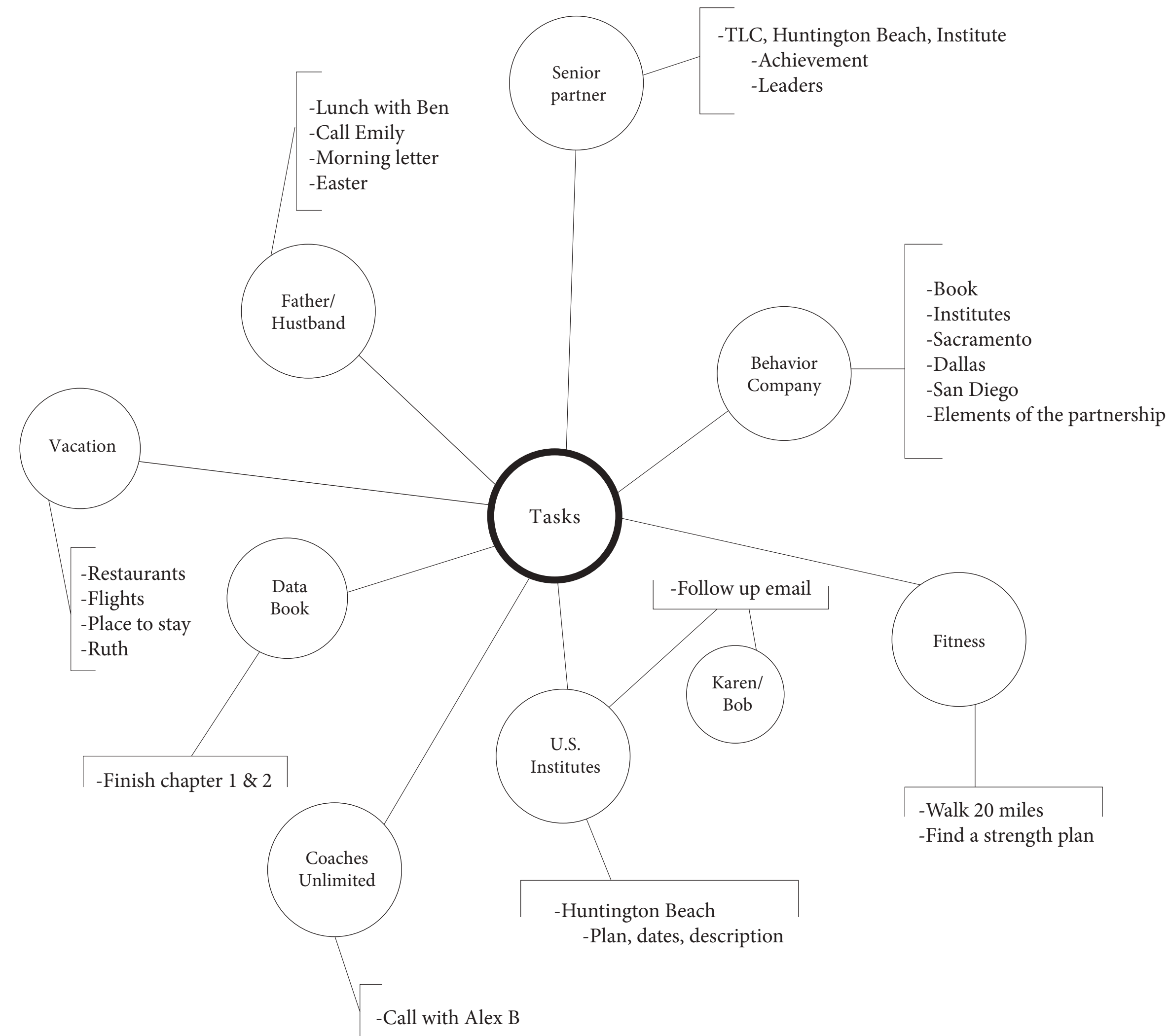
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What do you want to accomplish?

TLC.....  
KS Institutes.....  
US Institutes.....  
Data Book.....  
Fitness.....  
Coaches Unlimited.....  
Travel-work.....  
Vacation.....  
Institute slides.....  
Work book revisions.....  
Huntington Beach.....  
Blog.....

.....  
.....  
.....  
.....  
.....

## MAP: EXAMPLE



## LIST: EXAMPLE

## ORGANIZERS

////////////////

Father/Husband.

Senior Partner.

Behavior Company.

Fitness.

Karen/Rob.

US Institutes.

Coaches Unlimited

Data Book

## Vacation

## TASKS

////////////////

-Lunch with Ben.

-Call Emily..

-Morning letter.

-Easter.

-TLC, Huntington Beach, Institute.

.....-Achievement.

.....-Leaders

-Book

-Institutes.

..Sacramento..

-Dallas..

-San Diego.

### -Elements of the partnership.

-Walk 20 miles.

- Find a strength plan

-Follow up email

-Huntington Beach

.....-Plan, dates, description.

-Call with Alex B.

- Finish chapter 1 & 2

- Restaurants

## -Flights

-Place to stay.

-Ruth

STEP

03

NAME:

WEEK

FRPOM

4/8

TO

4/14

	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
8 AM	walk 3 miles	check field				Principles Conf	
9 AM			MFL	446 St Health test	MFL		
10 AM	Church	Corrie Combs				Principles Conf	
11 AM							Jenny
NOON					Renovate Phone call		
1 PM	walk Emily	Erica 12:30		Northwest Group			
2 PM	MFL Book	Call re: Melissa	Achievement		workbooks		
3 PM							
4 PM							
5 PM		leader book	4:30				
6 PM	TRAVEL		2:50	walk	walk	Isiah's play	
7 PM	FIT	FIT 7:05	walk 3 miles		email		
8 PM	PLANNING email Com email Trey		work book email				

MOST IMPORTANT TASKS

//////////

- Call re; Marissa
- Randy's Paper ☐
- Outline for H. Hie ☐
- Michelle S ☐
- Alison ☐
- MFL Spages ☐
- Bike @ gym ☐
- Emily B.C ☐
- Iowa ☐

REFLECTION

//////////

SCHEDULE

//////////

- 9:15-10:00 Achievement Group
- 10:00 | Randy
- 1:30 |
- 1:30 | Billy
- 3:00
- 3:00 |
- 4:00 | Email
- 4:00-5:00 Record Store
- 5:30 Jimmy John's supper
- 6:00 60 Leafs 60'

# PERMA\*

\*Seligman (2011) Flourish

.....

1. Positive Emotion
2. Engagement
3. Relationships
4. Meaning
5. Accomplishments

REFLECTION FROM DATE: \_\_\_\_\_

[illegible]

# Key Learning Points

After-Action Review (US Military)

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What was supposed to happen?

What really happened?

What accounts for the difference?

What should be done differently next time?

MOST IMPORTANT TASKS

//////////

- Call re: Marissa
- Randy's Paper ☒
- Outline for Hattie ☒
- Michelle S ☒
- Alison ☒
- MFL Spaces ☒
- Bike @ gym ☒
- Emily ☒ B.C. ☒
- Iowa ☒

REFLECTION

//////////

P 4  
E 3.5  
R 4  
W 4  
A 4

SCHEDULE

//////////

9:15-10:00 Achievement  
Group  
10:00  
1 Randy  
1:30  
1:30 Billy  
3:00  
3:00  
1 Email  
4:00  
4:00-5:00 Record Store  
5:30 Jimmy John's supper  
6:00 60 leaves 60'

**Spend Your Time on  
What Matters**

**2:00**



# Your Questions

1. What matters most in your life?
2. Are you spending your time on what matters?
3. Do you need to change anything?

**2:00**

4.

# Take Care of Yourself

**2:00**



**Find confidants**

**Find *sanctuary***

**Distinguish your  
role from your self**

**Never forget the  
moral purpose  
behind what you do**

# Moral Purpose

.....

Moral purpose, defined as making a difference in the lives of students, is a critical motivator for addressing the sustained task of complex reform. Passion and higher order purpose are required because the effort needed is gargantuan and must be morally worth doing. (p.18).

But it's not easy.



When you lead people, you often begin with a desire to contribute to an organization or community, to help people resolve important issues, to improve the quality of their lives. Your heart is not entirely innocent, but you begin with hope and concern for people. Along the way, however, it becomes difficult to sustain those feelings when many people reject your aspirations as too unrealistic, challenging or disruptive. Results arrive slowly. You become hardened to the discouraging reality. Your heart closes up.

Heifetz & Linsky (2003) Leadership on the line.



# Losing Hope

Heifetz & Linsky (2003) Leadership on the line

Quality of Heart	Becomes	Dressed Up As
Innocence	Cynicism	Realism
Curiosity	Arrogance	Authoritative knowledge
Compassion	Callousness	The thick skin of experience



# Your Questions

1. How important is it to take care of yourself?
2. How well are you taking care of yourself?
3. Do you need to change anything?

**2:00**

5.

**I Keep Learning**

**2:00**



1.

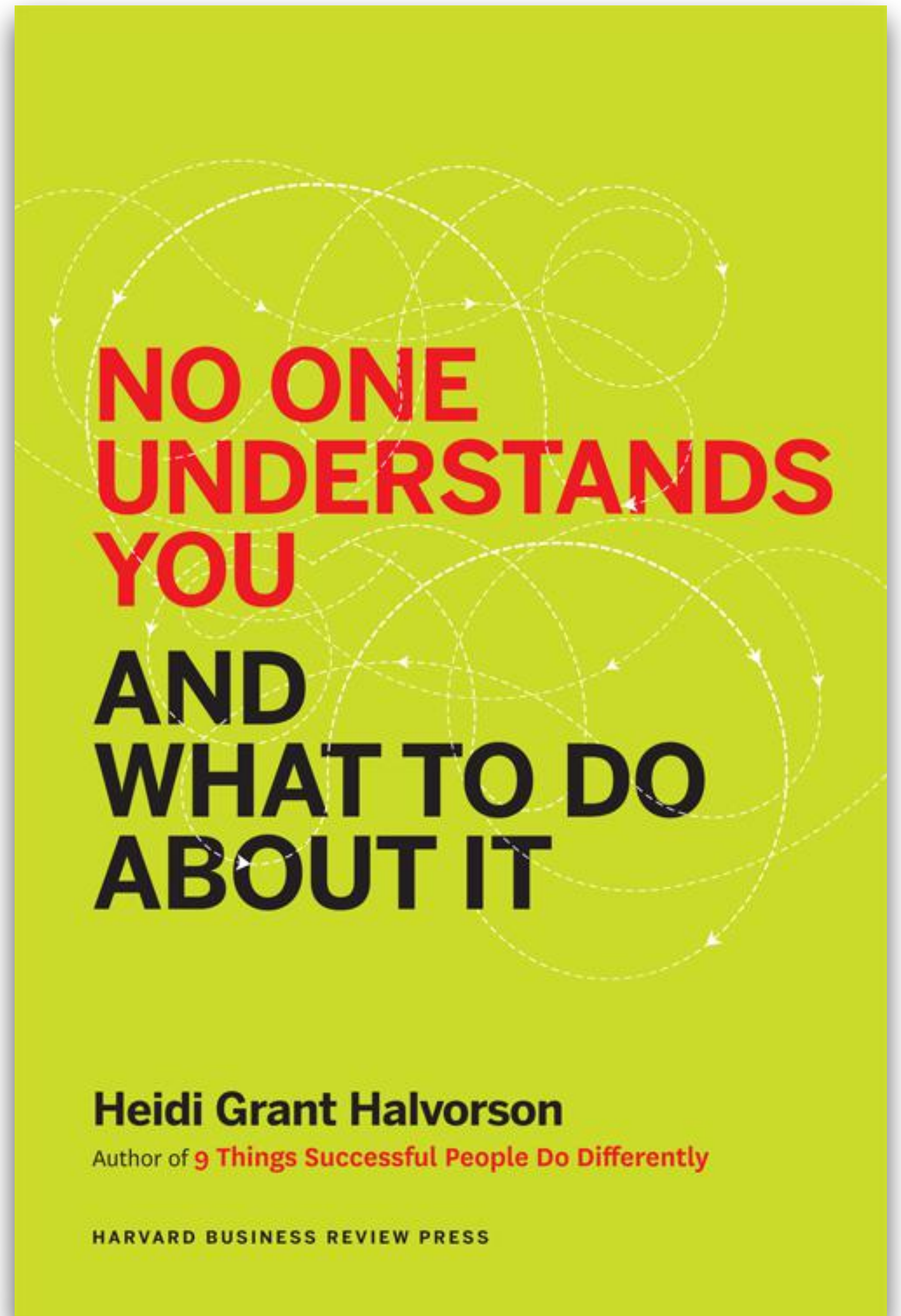
# BLINDSPOTS



# NO ONE UNDERSTANDS YOU AND WHAT TO DO ABOUT IT

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Heidi Grant Halvorson



**2.**

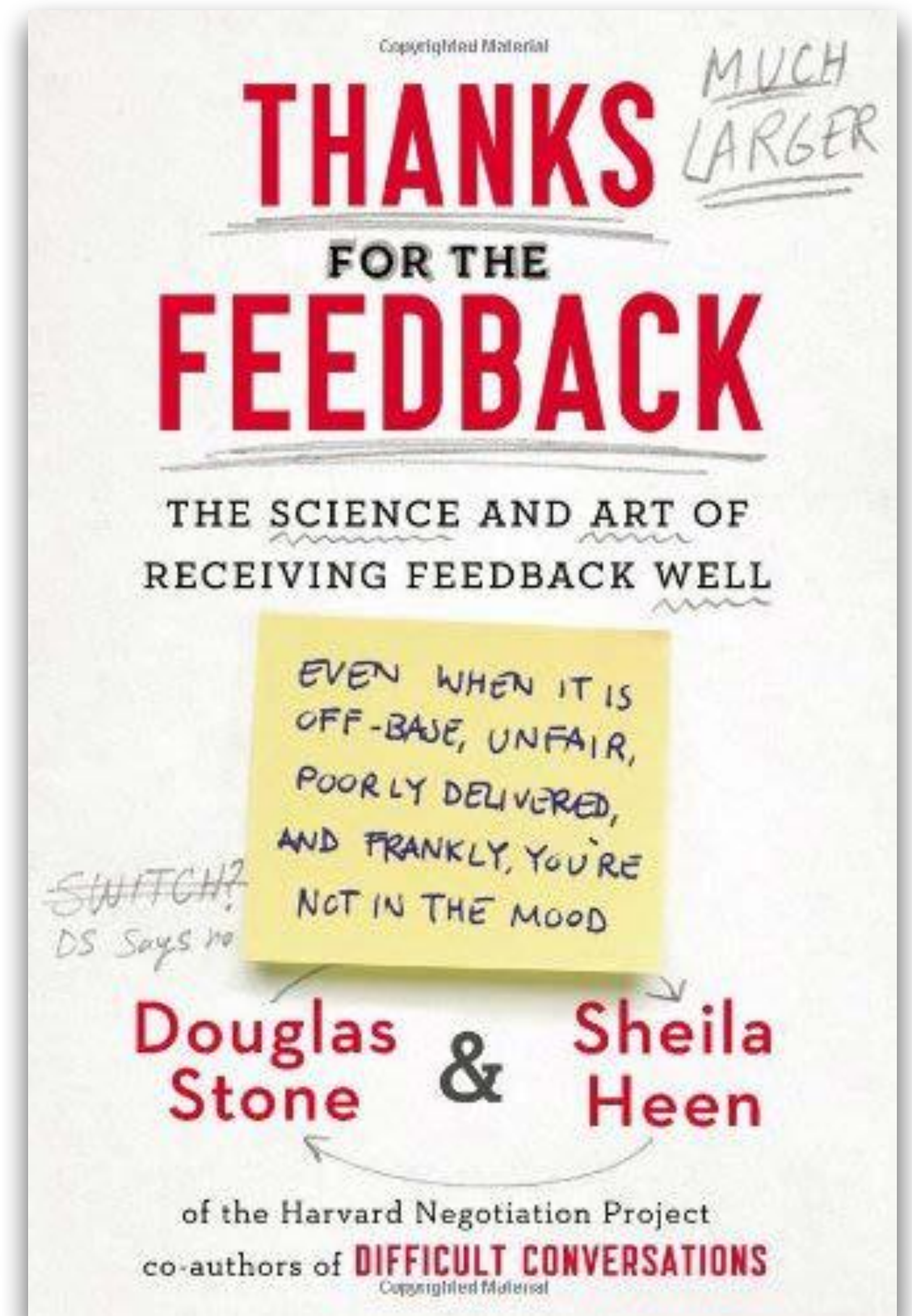
# IDENTITY





# THANKS FOR THE FEEDBACK

Douglas Stone & Sheila Heen



3.

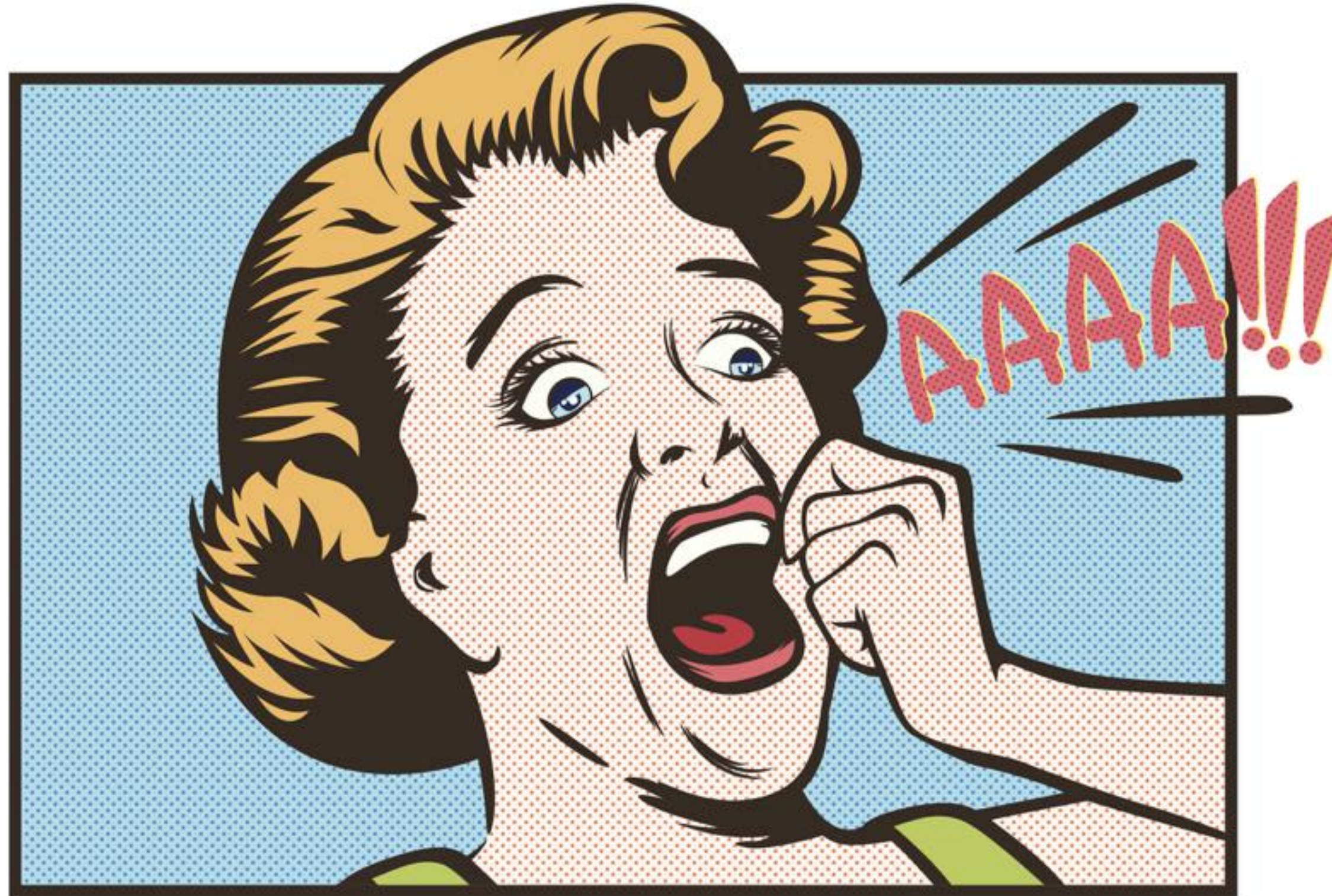
# BLAME



**Sometimes it is easier to blame  
the other person rather than  
accept our own responsibility.**

4.

# FEAR

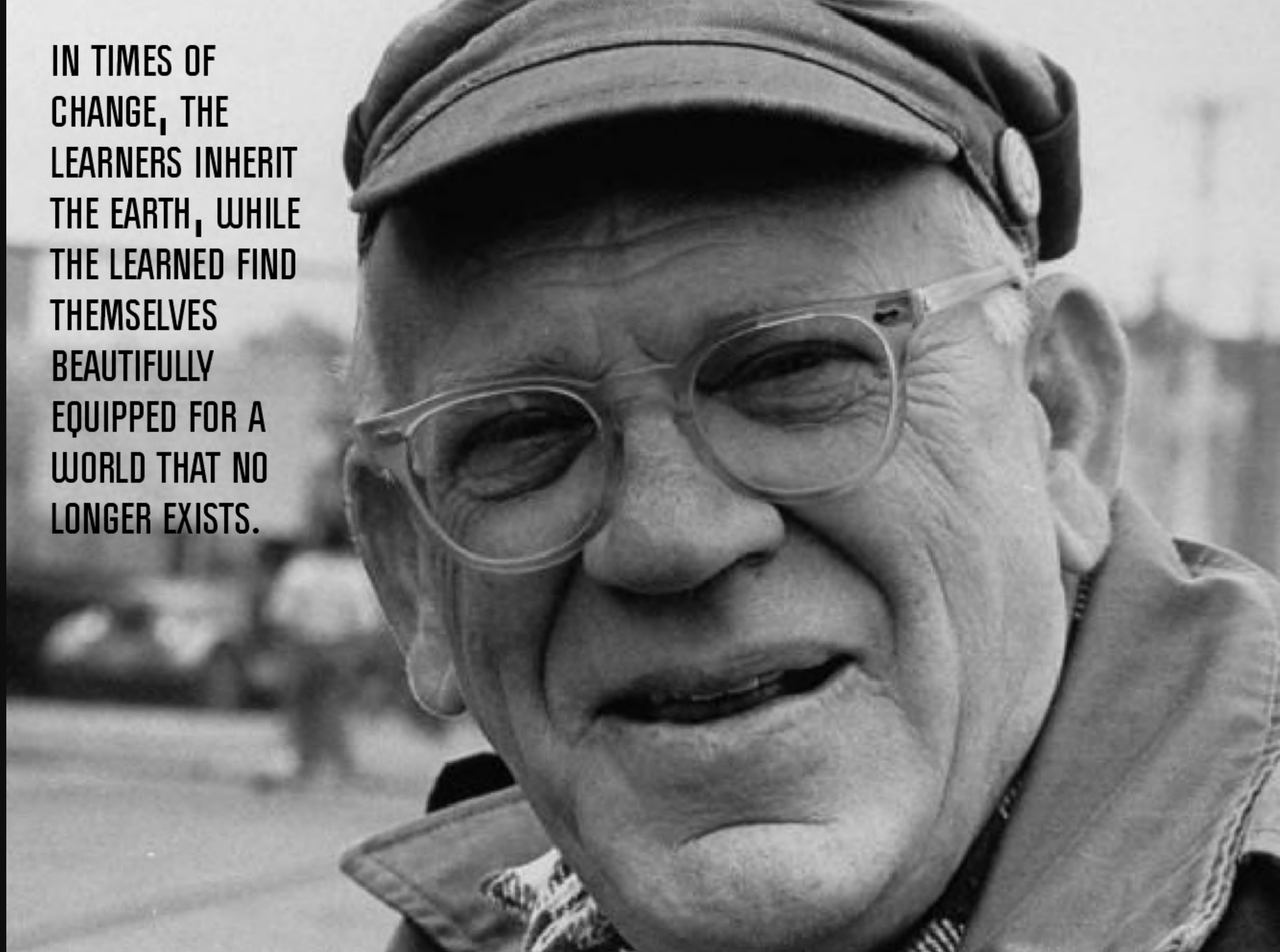


# What Can We Do?

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1. Set Specific Goals
2. Use Design Thinking
3. Identify Resources
4. Try Perspective Flipping

IN TIMES OF  
CHANGE, THE  
LEARNERS INHERIT  
THE EARTH, WHILE  
THE LEARNED FIND  
THEMSELVES  
BEAUTIFULLY  
EQUIPPED FOR A  
WORLD THAT NO  
LONGER EXISTS.



: “Real learning gets to the heart of what it means to be  
: human. Through learning we re-create ourselves.  
: Through learning we become able to do something we  
: never were able to do. Through learning we re-perceive  
: the world and our relationship to it. Through learning  
: we extend our capacity to create, to be part of the  
: generative process of life. *There is within each of us a  
: deep hunger for this type of learning.*”

PETER SENGE

2:00



## Your Questions

To what extent are your teachers avoiding learning?

To what extent are your teachers embracing learning?

**2:00**

**TO LEAVE A LEGACY**





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**INSTRUCTIONAL  
COACHING  
GROUP**