

Courageous



Clarity

NAVIGATING
THE WAY FORWARD
ON YOUR LEADERSHIP
JOURNEY

Phyllis H. Sarkaria

Workbook

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Introduction

“Leadership is a process of social influence, which maximizes the efforts of others, towards achievement of a goal.”

– Kevin Kruse, CEO of LEADx

Leading others is never easy. To successfully navigate the challenges and changes you encounter requires being well-equipped for the journey. It takes courage to step beyond “the way I’ve always done things” and create a clear path forward. *Courageous Clarity* provides insight into your impact on others as a leader, understanding of how to build greater trust and improve communication with colleagues, and tools to assess the inevitable obstacles that occur in every leadership journey.

This workbook is intended as a supplement to the audiobook and may be beneficial to any reader who wants to spend more time considering the reflection questions from *Courageous Clarity*. Included here are a brief synopsis and questions from the Travel Journal section for each chapter, as well as charts, graphics, and end notes from the printed text. This workbook is not intended to be stand alone material but rather a complement to the book.

Courageous Clarity is all about the leadership journey. It is built on a GPS model. Why GPS? A global positioning system, the kind of GPS you have on a smart phone or in your car, identifies where you are now, shows you options to get to your preferred destination, and, recalculates if you decide to change course. Those are tools that matter in leadership as well:

- knowing yourself and where you are,
- figuring out how to engage and inspire team members, and
- being able to slow down and assess obstacles and detours that everyone runs into in their career at some point.

This seemed like the perfect metaphor for exercises and tools that can help you build on your success as a leader. In this case, GPS represents:



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The packing lists, sign posts, and caution symbols indicate which element of the model is exemplified by the stories, tools, and exercises in each chapter. At the end of each chapter, you are invited to reflect on what you have read with the questions included in this workbook (and in the print versions of *Courageous Clarity*). You may want to record notes that you can reference later. Just as travelers often jot down a few thoughts while on an extended vacation, think of these notes—in whatever form you capture them—as a travel journal for your leadership journey.

Chapter 1: A Spirit of Discovery

"The best in business have boundless curiosity and open minds."

– Robin Sharma, Leadership Expert

Every journey requires a certain amount of preparation. Even if this is not your first leadership journey, each role you hold represents a new path. Just as a mountain climber doesn't stop training once they crest their first peak, leaders must recognize the need for continued growth to build on past successes. It is the leadership equivalent of staying in shape along the way. This journey begins with insights into how leadership benefits from curiosity, humility, and reflection, and provides exercises to strengthen those practices.



The skills discussed in chapter 1 serve as a packing list for your leadership journey. They are related to the **G** (Get Ready) in GPS.

- Reflect on your actions and their impact on others.
- Let go of the need to be the smartest person in the room.
- Approach interactions with team members to discover, not just direct.

Curiosity about yourself, your work, and your colleagues prepares you for the ongoing journey of leadership. A habit of introspection allows you to adjust along the way as you gather new insights and information. Leaders who stay curious are often better able to handle unexpected events because they have remained open to possibilities rather than being tied to a singular outcome. These practices can be enhanced by reflecting on your actions at the end of each day. Being self-reflective will lead to greater self-awareness. Being more self-aware increases problem-solving capabilities, memory, and ability to understand the feelings of another, among other things. It also decreases stress.

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As you think about your leadership journey, take a few minutes to consider:

- Which of the leadership behaviors addressed in this chapter are strengths for you and which signal potential for future growth?
- Reflect on the best and worst leaders you've known. How does the information in this chapter apply to them as models for the leader you want to be?

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- Which of these concepts are most relevant to where you are now as a leader?
- How will you use the information in this chapter this week?

Chapter 2: Ask the Locals

“The difference between hearing and listening is comprehending. After all, knowledge is what you know, wisdom is acknowledging what you don’t know.”

– Gary Burnison, CEO, Korn Ferry

As competent as you are, there are still things you will miss when you believe in yourself too strongly. Understand the power of muting yourself to turn up listening and seek new viewpoints, the key to gaining information you need in your role. A fresh perspective can be realized by asking others to provide you with future-focused feedback or ‘feedforward.’ Stop talking. Really listen to what they have to say.

Many experts have observed that, while it can be lonely at the top, it is difficult to succeed on your own. This is true of leading others and creating change within yourself. Open yourself to different ways of looking at old challenges. Actively seeking others’ ideas about where you can grow and increasing how deeply you listen invites others to be part of your leadership journey. As mentioned in chapter 1, reflect on interactions and events at the end of each day. What worked well? What do you want to do differently tomorrow? As you continue to identify patterns and opportunities, you will advance on the path of leadership. In particular, think about these actions:

- Shift your perspective.
- Ask for ideas on how you can change moving forward.
- Consciously choose to listen more than you talk.



These behaviors serve as sign posts that support your ability to adjust on your path of leadership—the **P** (Pay Attention) in GPS. By practicing these techniques, you will demonstrate your curiosity and accelerate your learning around your role, team structure, or organization.

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As you consider your leadership journey, take a few minutes to consider:

- What is the biggest challenge for you in seeking others’ perspectives?

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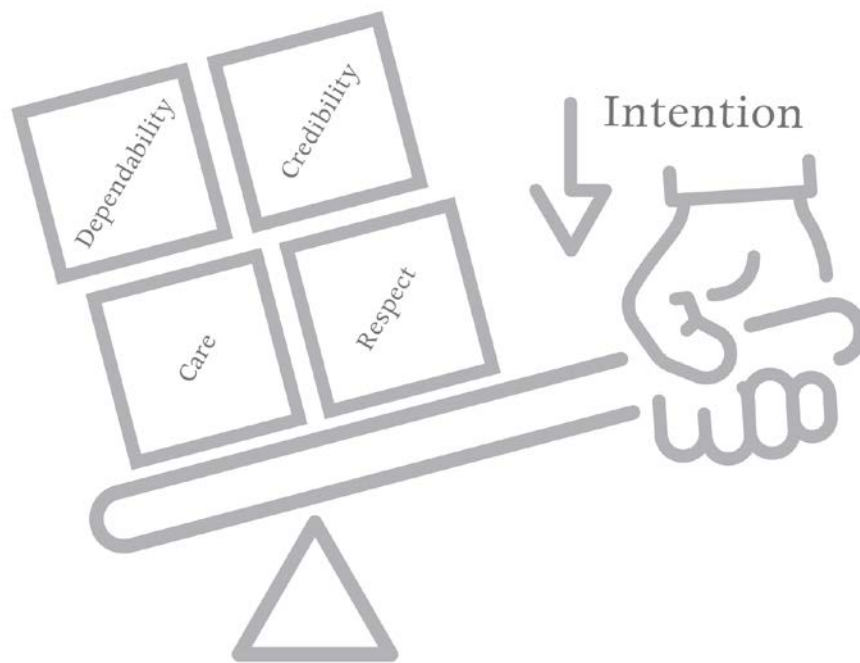
- How can you address that challenge so that you are more open to what you need to hear?
- Which of these concepts are most relevant to where you are now as a leader?
- How will you use the information in this chapter this week?

Chapter 3: Trust as a Bridge to Success

“Trust is the glue of life. It’s the most essential ingredient in effective communication. It’s the foundational principle that holds all relationships together.”

– Stephen R. Covey

Trust is foundational for any team to function well. As you come to know yourself and your team members better, how can you bring out others’ best—their superpowers—to create an environment where your team is capable of going the distance? This chapter explores how to more quickly establish trusting work relationships, diagnose when trust is not forthcoming, and transparently interact to strengthen connections with colleagues.



Impact of Perceived Intentions on Trust

The less your actions suggest you are “all about me,” the more trust there will be.

Trust is a key building block in the foundation of positive, productive work relationships. You enhance the packing list for your leadership journey by being aware of the components of trust: dependability, credibility, care, respect, and intention. The benefits of transparency provide further insight. This understanding also serves as a sign post of where you are headed. It can help you identify when adjustments need to be made along the path.



In that way, trust and transparency are related to both your preparation and your flexibility on the path of leadership, the **G** (Get Ready) and the **P** (Pay Attention), respectively, in GPS. One of the fastest ways to create connection and alignment is to act transparently and communicate openly. This builds trust, yet it also requires awareness and balance among each of the trust components. Perhaps the strongest business case for trust is simple: your effectiveness and that of your team.

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As you think about your leadership journey, take a few minutes to consider:

- Which component of trust is the most challenging for you?
- Do you tend to trust too easily or to withhold trust? Whichever is your go-to approach, how has that impacted your work relationships?
- Which of these concepts are most relevant to where you are now as a leader?
- How will you use the information in this chapter this week?



Chapter 4: Finding the Path Forward

“Leadership is about making others better as a result of your presence and making sure that impact lasts in your absence.”

— Sheryl Sanberg

Take a look at your actions as a leader. In this chapter, you will explore a different way of thinking about leadership presence and how to bring that presence to your interactions. Doing so will help you process information and separate facts from assumptions. The result: you’ll manage your reactions better, thoughtfully respond, and seek a solid path forward.



Pause, listen, respond. Your presence as a leader is more than how you command the room. It relates to your ability to align your words and actions. It is associated with your capacity to listen and leave space for others to share their ideas. What do you want to demonstrate through your actions? A conscious response to issues is more productive than jumping to conclusions and reacting out of emotion. These are tools that exceptional leaders manifest in their professional interactions. As sign posts, they reflect your ability to Pay Attention along the path of leadership, the **P** in GPS.

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As you think about your leadership journey, take a few minutes to consider:

- What is most challenging for you about listening with your full attention? What comes naturally?
- What physical reaction(s) do you have when you are triggered? Observe yourself this week and if it happens, pause and ask yourself, “Where do I feel or notice this in my body?”
- Are you reacting to facts or a story you’ve created? What if that story you’ve been telling yourself isn’t true? How can you learn more?

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- Which of these concepts are most relevant to where you are now as a leader?
- How will you use the information in this chapter this week?

Chapter 5: Managing the Inevitable Detour

“Every day you need to open the door for the next experience, rather than approaching life thinking that you know the answers.”

– Kate Johnson, President, Microsoft U.S.

On any journey, detours may be unavoidable. You are under tremendous pressure to deliver results. Refining your powers of observation can help you anticipate and bypass obstacles in your path, but don't try to handle these challenges alone. Remaining open to collaboration can bring greater focus and insight to the actions you need to take. This flexibility will also help you identify priorities, determine how to move forward, and address challenges with agility and tact.

As you travel the road on your leadership journey, be aware of the potential for detours. Distractions can arise in many forms. Of the many demands before you, are you clear on your priorities? How will you remain focused on top priorities while making time to notice what's happening with team members? Observe with curiosity what occurs within your work environment. When you find a way to link your goals and professional interests with those of your colleagues, your potential for collaboration increases. Honing your ability to notice will aid you. Still, at times in every journey, pausing to consider the situation can be useful.



Step back to gain a different perspective. Doing so requires slowing down occasionally, the **S** in GPS (Slow Down to Assess and Adjust). Practicing and refining these skills will help you manage the inevitable challenges, disappointments, and detours you encounter along the way.

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As you think about your leadership journey, take a few minutes to consider:

- Do you tend to miss little details or get lost in the weeds? What can you do to move toward balance between the two?

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- Where would a pause be most likely to benefit work relationships, your ability to listen and understand, or a collaborative challenge you have encountered?
- What is one thing you could do today to adapt or clarify priorities? What gets in your way of taking that step?
- Which of these concepts are most relevant to where you are now as a leader?
- How will you use the information in this chapter during the coming week?

Chapter 6: When the Obstacle *is* the Opportunity

“You don’t get results by focusing on results. You get results by focusing on the actions that produce results.”

– Mike Hawkins, Pro Football Player

Building on the idea that every leadership journey experiences detours and challenges at some point, this chapter identifies communication tools intended to help you overcome obstacles. There is a specific focus on influence and constructive conflict-resolution skills with a goal of productively managing conflict and influencing better outcomes. Familiarity with, or reintroduction of, these tools in your daily work can help you collaborate in environments, old and new, to achieve amazing results.



Increasing your comfort with disagreement is one example of how to apply the **S** (Slow Down to Assess and Adjust) in GPS. Clearly state your expectations and listen to alternative perspectives. This will enhance your influence and perceived effectiveness as a leader. Healthy dialogue and robust collaboration contribute to constructive conflict management. Recognize that conflict happens. Help team members move beyond the view that disagreement is about individual personalities. Leaders who use their talents to invite insight and listen carefully will find that they are seen as stronger communicators. They can enhance dialogue through their own interactions. Their emphasis on how differences of opinion lead to stronger outcomes also benefits the team. Above all, if you remain flexible and open to various perspectives, stay curious, and listen, you’ll have the ability to draw greater intelligence from the team. These skills will help you tackle obstacles in your path with improved results.

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As you think about your leadership journey, take a few minutes to consider:

- Where are you more focused on results than relationships right now? What is one thing you could do to move toward balance between the two?

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- What type of competitive behaviors (aka “winning”) get in the way of productive dialogue on your team?
- Where do you feel most stuck?
- Which of these concepts are most relevant to where you are now as a leader?
- How will you use the information in this chapter in the next meeting you attend?

Chapter 7: It's Not All Smooth Sailing

"The problem with being a person of integrity is that it can put you at a disadvantage when dealing with people who aren't. They have more options."

— Dr. Stanley J. Ward, Leadership Coach

After looking at the positive side of leadership and many 'right' things that you can do as a leader, it is important to acknowledge that challenges exist in any organization. Not everything is under your control—and even if it is, there are limits. Sometimes things just don't work out. To make a strong, meaningful impact, you can't underestimate the importance of understanding how to positively navigate around turbulence and minefields. Even in the best organizations, there will occasionally be rough patches. How you respond to these situations is evidence of your leadership.



Doing the right thing doesn't insulate you from experiencing betrayal or negative consequences. Even when you practice the positive behaviors outlined in this book, there are no guarantees. Minefields and pitfalls may occur at some point in any career. The tools provided here can help you manage over and around the issues that arise. Awareness better prepares you to navigate undesirable realities. In addition, build relationships with other successful leaders. This allows you to draw on their wisdom when you hit a rough patch. While some might view seeking input and suggestions from others as a sign of weakness, collaboration makes everyone stronger. It brings new ideas and perspectives to light. It also makes the leadership journey less lonely.

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As you think about your leadership journey, take a few minutes to consider:

- What minefields and pitfalls have you encountered in the workplace?
- How have you maneuvered around or through these issues? What's been the result?
- Thinking about past challenges, what themes or trends can you identify in how you have addressed each of those problems?

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- How can the material in Courageous Clarity enhance your ability to avoid or diffuse similar situations?
- Knowing what you know now, what will you do differently in the coming weeks?

Final Thoughts

“There will come a time when you believe everything is finished. That will be the beginning.”
— Louis L’Amour

Every leadership journey is different, and yet there are similarities that allow us to help one another along the way. Courage can be contagious; we find inspiration and encouragement in sharing our stories and challenges. I hope you will continue to benefit from these tools, and to find ways to coach others in their use. Most leaders learn and practice on a journey without end. Often you will encounter other travelers with more time on the path who offer a hand, a word of advice, or a listening ear. The excitement, joy, and challenge are in the journey. Those you meet along the way might support your work, frustrate you, or merely watch as you pass through. When you look closely, there is always opportunity for new discovery and continuous improvement.

As you have followed the GPS methodology, you have learned new concepts or perhaps been reminded of things you’ve heard before. Maybe you have recognized ideas from your own experiences. While your final destination on the path of successful leadership is not guaranteed, the ultimate direction toward success occurs when these practices are part of your leadership journey:

- Curiosity
- Humility
- Trust
- Flexibility
- Muting yourself
- Feedforward
- Thoughtful responses, rather than reactions
- Conflict management
- Present and focus as a leader
- Power of noticing
- Communication and influence

These skills—the soft or human skills—sometimes demand relearning. In some cases, significant unlearning is required. This is especially true for successful leaders. What has worked in the past has served you well. Yet to continue to grow may require letting go of past practices and embracing openness to new experiences. You must think differently. Allow yourself to evolve and change. You might sometimes feel you are wandering in the dark. Headwinds will occasionally slow your progress. Detours may avert your trajectory. Dust yourself off and don’t give up! Courageous clarity works. I’ve watched leaders literally transform their careers by practicing these techniques. Yes, it takes a certain level of daring and commitment, but the results can set you on a path to greater opportunity.

NEXT STEPS

The tools you have discovered in these pages will support your continued leadership journey. Here are a few ideas for additional steps you can take.

- Find someone who understands these concepts and will help you tackle each issue with focus. You might share GPS with a friend and support one another in being accountable to the goals you set.
- Maintain a list of curious questions in plain view and check in with yourself daily. What are the key learnings you want to remember? Ask yourself at the end of each day how these discoveries showed up in your leadership.
- When you start to feel defensive, choose to be curious instead.
- When your vision begins to narrow with frustration, pause and ask how you might be redirected to the big picture again.
- Strive to understand emotions and how they affect you and those around you. When you're able to leverage that insight, you can better relate to others' perspectives and intentions.
- Accelerate your progress by engaging a leadership coach. The best athletes use coaches to stretch and continuously improve their capabilities. Business leaders can similarly benefit from the growth that occurs when working with an experienced coach.

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As you prepare to close the cover on this book, look back over any notes you made as you read through each chapter. Perhaps packing list items really resonated. Maybe certain sign posts were most useful to you, or you paused at the caution symbols to reassess because things weren't going as expected. Just as you might check a favorite travel guide when planning your next trip, revisit these concepts from time to time.

- Curiosity, humility, and reflection are leadership strengths. Curiosity is discovery.
- Seek fresh perspectives by asking questions and listening to what others say.

- Trust is the foundation on which great leadership journeys are built.
- Strive to be thoughtful in your responses, not reactionary.
- Stay flexible to observe, anticipate, and bypass issues.
- Manage conflict constructively to help you overcome obstacles.

Even when you do everything right, there will sometimes be cloudy days. How you apply the lessons you have learned can help you stay on track, increase your influence, and lead to better results—for you, your team, and your organization.

For a continued reflection on your leadership journey, take a few minutes and consider:

- Thinking about the jobs you have had over the course of your career, what trends do you see in the roles you have played?
- How have you grown in your work with others over time?
- Which of the GPS concepts can you share with team members to help them develop as leaders?
- With these points in mind, how can you take your career where you want to go?
- What specific steps will you take next to continue to improve as a leader?

Write down your answers as a commitment to yourself to follow through. Then put a reminder in your calendar to formally revisit the related material in *Courageous Clarity*, maybe six months out. What progress have you made? Where will you focus next?

Best of luck with your ongoing leadership.



Endnotes

Chapter 1

1. Leaders who exhibit curiosity are generally perceived to be more effective. Those leaders enjoy greater engagement and stronger performance from team members. Natalia Karelaia writes of the credibility that comes from asking questions in the *INSEAD Knowledge* article “When in Doubt, Leaders Should Ask Questions.” <https://knowledge.insead.edu/leadership-organisations/when-in-doubt-leaders-should-ask-questions-13501>
2. The importance of self-awareness is explored in more detail in many sources. In a survey of corporate leaders by the Stanford Graduate School of Business Advisory Council, self-awareness was identified as the most important competency for executives to develop (Toegel, G. and Barsoux, J-L. (2012, March). “How to Become a Better Leader.” *MIT Sloan Management Review*. <https://sloanreview.mit.edu/article/how-to-become-a-better-leader/>). Further, psychologist Tasha Eurich notes that 95% of people think that they’re self-aware, but only 10–15% actually are. <https://www.youtube.com/watch?v=tGdsOXZpyWE>. If you want to find ways to work with a boss or colleague who is challenged in this area, Tomas Chamorro-Premuzic offers techniques in his *Harvard Business Review* article “How to Work for a Boss Who Lacks Self-Awareness.” <https://hbr.org/2018/04/how-to-work-for-a-boss-who-lacks-self-awareness>
3. For more information about optimism bias, there is a wealth of data available on both the psychological and neurological bases for human positivity. Neuroscientist Tali Sharot has authored an insightful book, *The Optimism Bias: A Tour of the Irrationally Positive Brain*. She outlines the benefits and dangers of this uniquely human bias in a TED Talk as well. https://www.ted.com/talks/tali_sharot_the_optimism_bias
4. The brilliant concept of the “idiot test” comes from organizational psychologist and author Roger Schwartz. <https://www.schwarzassociates.com/are-your-questions-counterproductive-take-the-you-idiot-test/>

Chapter 2

1. Confirmation bias can prevent leaders from considering different perspectives. The *APA Dictionary of Psychology* defines confirmation bias as “the tendency to gather evidence that confirms preexisting expectations, typically by emphasizing or pursuing supporting evidence while dismissing or failing to seek contradictory evidence.” In other words, people tend to believe what they want to believe and dismiss valid data that challenges those beliefs. Behavioral economists have long studied cognitive biases and the impact they have on decision-making and willingness to hear new information. Some of the more accessible research is reflected in Daniel Kahneman’s *Thinking Fast and Slow* and the 2021 edition of *Nudge* by Richard H. Thaler and Cass R. Sunstein.
2. The steps taken by Amara—and thousands of other leaders—to gain insight and improve performance are based on stakeholder-centered coaching, an approach developed by Marshall Goldsmith and refined in collaboration with Frank Wagner and Chris Coffey (<https://www.stakeholdercenteredcoaching.com/>). The Sarkaria Group, and a number of other excellent leadership coaches worldwide, offer the stakeholder-centered approach for coaching that gets measurable results.

3. For more on feedforward, check out the many resources that Marshall Goldsmith makes available on his website <http://www.marshallgoldsmithfeedforward.com/html/FeedForward-Tool.htm>.

Chapter 3

1. Google's internal research on high-performing teams and trust was conducted as part of Project Oxygen where Google's People Analytics team studied the behaviors that make great managers. They then went on to analyze 180 teams to determine what differentiated the teams that were truly successful at Google. You can learn more here: <https://rework.withgoogle.com/guides/understanding-team-effectiveness/steps/introduction/>
2. Researchers continue to identify trust as a key element for stronger performance. See <https://knowledge.wharton.upenn.edu/article/covid-19-teaches-us-importance-trust-work/> for additional information.
3. Though many leaders prefer to avoid conflict, Robert Sutton recognizes that disagreement in a trusting environment can benefit the team, their decisions, and their organization. For more insights to build positive communication skills, check out his book, *Weird Ideas that Work*, and this interview with him: <https://www.gsb.stanford.edu/insights/be-better-work-how-communicate-better-coworkers-employees>.
4. Empathy is often confused with sympathy, but empathy is not about feeling sorry for others. Empathy includes a wide range of actions such as paying attention to others' emotions, imagining how they might feel, asking questions and listening to understand, and seeing things from their perspective whether or not you agree or have had similar experiences. Researcher, professor, and author Brene Brown talks about the importance of compassion, courage, and connection in cultivating empathy. She has spoken and published numerous works on the subject. One of her books, *Dare to Lead*, draws a clear link for those seeking to be stronger leaders between trust and empathy.
5. When thinking about the bank of trust and its impact on performance, note how deposits and withdrawals in the bank closely correlate with the components of trust. The bank of trust concept is adapted from Stephen R. Covey's *The 7 Habits of Highly Effective People*, which explores emotional bank accounts in greater depth.

Chapter 4

1. Organizational Behavior Professor Avraham N. Kluger has researched and written extensively on listening as it relates to leadership. His website includes a number of excellent resources on this subject. <https://www.avi-kluger.com/>
2. For more ideas on ways to grow as a leader, explore Margaret Heffernan's book, *Beyond Measure: The Big Impact of Small Changes*. The recommended exercise is adapted from that work. It is a jewel of a book with many suggestions for leaders interested in becoming their best.
3. For more on the subject of hot buttons, awareness, and how to create lasting behavioral change, check out Marshall Goldsmith's bestseller, *Triggers: Creating Behavior That Lasts—Becoming the Person You Want to Be*.

Chapter 5

1. For those interested in learning more about honing focus and powers of observation, the [Judgment Index](#) includes measures of your ability as a leader to notice, problem solve, and make decisions. It assesses both strength and balance and can be useful for leaders who want to increase their effectiveness and realize their full potential.
2. If meditation, contemplation, or the benefits of training your mind in positive ways are topics you would like to learn more about, Daniel Goleman's extensive work on emotional intelligence and Shirzad Chamine's study of positive intelligence are two sources you might want to explore further. At a basic level, the questions we ask ourselves influence our thinking. For example, what's wrong with work right now? That shifts people to thinking negatively, which is typically an easy transition. A different perspective emerges from asking, what do I enjoy/appreciate about my work currently? Think about it. Begin focusing on more positive outcomes and you are likely to see more of them arise in your day-to-day work.
3. The list of management qualities represents a partial collection of top leadership characteristics from Indeed's research. Indeed is not simply a website for connecting talented people with job openings; the company uses its analytical capabilities to identify trends and other useful information. More on Indeed's research on leadership qualities can be found here: <https://www.indeed.com/hire/c/info/leadership-qualities-list>.
4. For more on the pitfalls of internal competition, see the work of William P. Barnett of the Stanford Graduate School of Business. Known for his "Red Queen" work on competition between organizations, Barnett also provides insights for those wanting to foster more collaborative teams. <https://www.gsb.stanford.edu/insights/rethink-competition-workforce>
5. In the book, *The Four-Fold Way*, Angeles Arrien identified ancient wisdom that is useful in organizational settings. The process of learning and teaching, which Arrien calls "the way of the teacher," highlights wisdom, trust, and detachment, including the concept of being open to, but not attached to, outcomes. Leaders who bring this skill to their interactions with team members and colleagues can improve their performance and that of others.

Chapter 6

1. For more on listening with empathy, William Ury's conversation with Bob Chapman on "Real Advice for the Real World" (<http://www.trulyhumanleadership.com/?p=2936>) has useful insights on how to engage more collaboratively with others.
2. There is a wealth of information available on the Thomas-Kilmann Conflict Mode Instrument that a simple internet search will reveal. A nice summary of the history and design, as well as benefits and risks of each style can be found here: <https://careerassessmentsite.com/tests/thomas-kilmann-tki-tests/about-the-thomas-kilmann-conflict-mode-instrument-tki/>.
3. For more on the Japanese concept of *nemawashi*, Nigel Thurlow, Chief of Agile at Toyota Connected, created a simple framework for building consensus across organizations based on this practice. You can view it at: <https://www.slideshare.net/NigelThurlow/nemawashi-44012407>

Chapter 7

1. In 1959, John French and Bertram Raven identified sources of power in organizations. Their seminal work continues to be relevant today to anyone thinking about power and politics in their workplace. It is the basis for the descriptions provided here. If you would like to consult the original source to learn more, their book chapter, "The Bases of Social Power," is a good place to start.
http://www.communicationcache.com/uploads/1/0/8/8/10887248/the_bases_of_social_power_-_chapter_20_-_1959.pdf
2. As you are assessing the power structure and currencies of exchange in your organization, you might review Allan Cohen and David Bradford's book, *Influence Without Authority*. Regardless of position (and level of power), leaders can benefit from a closer look at the currencies that are relevant in their organization's culture. Developing your understanding in this area can help you identify the give and take necessary to accomplish your goals.
3. If the idea of Givers and Takers in the workplace intrigues you, you might enjoy reading Adam Grant's book, *Give and Take*. He shares more about the interactions and impact of each type in this TED Talk:
https://www.ted.com/talks/adam_grant_are_you_a_giver_or_a_taker
4. For more on the study about skills needed for success and the potential implications for your career, Jack Zenger's article on results versus relationships includes additional insight into his work with Joseph Folkman on this topic. <https://medium.com/thrive-global/results-or-relationships-which-do-you-value-more-d9c05f2cbccf>
5. The RACI model is sometimes also referred to as a responsibility matrix because it can serve as a way to better define roles and responsibilities in cross-functional work. If you would like to learn more, RACItraining.com is a helpful resource.

Final Thoughts

1. If you're interested in exploring the services of a professional coach, some of the best leadership coaches in business today are members of the Association of Corporate Executive Coaches (<https://acec-association.org/directory/>). You may also reach the author at phyllis@sarkariagroup.com.