

Leadership Beyond Reason

- 1-Values.....2**
- 2-Thoughts2**
 - Cognitive Style2
 - Orientation to Reality.....2
 - Holding Opposing Thoughts2
 - Adapting to New Realities2
 - Intuition2
 - Creativity3
 - Cognitive Distortions3
 - Observe Your Thoughts3
- 3-Emotions3**
 - Negative Emotions3
 - Positive Emotions.....4
 - Passion4
- 4-Relationships4**
 - Value of Relational Images4
 - Relational Abilities.....4
- 5-Transformation5**
 - Common Growth Areas.....5
 - Strengths and Weaknesses.....5
 - Become Self-Observant5
 - Make Time Your Ally.....5
 - Spirituality5

Dr. John Townsend

Great leaders succeed by harnessing the power of both the external world and the internal world.

Your internal world includes values, and emotions as well as thoughts. You ignore what is beyond reason to your peril.

leader = person engaged in influencing others to achieve results and goals

<https://gracelead.co>

1-Values

Values are about what is right and what matters. Be aware that each person's personal values override organizational values.

Be clear on your values. Doing always trumps saying. Sometimes our behavior tells us things about ourselves that aren't very positive; however, if we are aware of these things, we can change them.

Following are some "dark-side" values that can be harmful.

- Having others perceive us as perfect: This can lead to denial and rationalization when someone tries to give us constructive feedback.
- Focusing on results to the detriment of people: Some leaders aren't aware that they do this.
- Dismissing the negative and spinning it as positive: This can lead to loss of touch with reality.

Over time, we can continue to refine our values. Here are some sources that can help.

- Those you trust and admire: Talk to these people about their values.
- Leaders in history: Study great leaders in history that you admire.
- Spiritual truths: Study the book of Proverbs.

For discussion:

- Name a leader in history that you admire. What question related to values would you ask this person if you could?
- What do you do when your personal values conflict with organizational values? Give an example.
- As a leadership team, how do we want to handle situations in which one of us has personal values that conflict with our group or organizational values?

2-Thoughts

Good leaders place a high value on thinking clearly and well. It takes time to think well and in a thorough manner. Be aware that your mind is fallible. The more you know about your thinking patterns, the better equipped you are for leadership.

thought = an idea in the mind

Cognitive Style

cognitive style = the way you process information from your environment, how you read, how you listen, how you observe, how you draw conclusions

Orientation to Reality

To be effective, face reality first. Really listen to the problems. Then find solutions and opportunities. People need a leader who can bear the bad, contain it, understand the depth of it, and still provide a realistic hope if one exists.

Note: If you belong to God, there is always hope. (2The 2:16-17)

Holding Opposing Thoughts

Good leaders consider and analyze both sides of issues. Take time to seek a win/win option.

Adapting to New Realities

Consider if new information warrants a different course than your current one. Be willing to admit when you are wrong or when you should change directions.

Intuition

intuition = drawing a conclusion about a person or situation with no known basis for that conclusion

What we perceive as intuition sometimes comes from the analytical part of our brain's capability to rapidly analyze a situation and compare to stored information so it appears instantaneous. At the same time, the creative

part of our brain uses memories of experiences to form hunches.

Remember that a well-trained intuition is a good servant and a poor master.

Creativity

creativity = ability to rearrange existing components into a new whole

- Creativity thrives when people supportively toss ideas around in a team.
- Creative leaders look at their situations and ask how things can be better.
- Creativity actually flourishes with structure. Setting parameters can be helpful.
- Those who are well-adjusted in life and mind have more mental space to grow and bring new ideas.
- Creativity takes work and discipline to both develop it and use it well.

Cognitive Distortions

cognitive distortions = patterns of thought that are not reality based and therefore hinder effectiveness

Examples are: helplessness, passivity, negativity, defensiveness, all-or-nothing thinking

Observe Your Thoughts

Pay attention to your thoughts as you interact with others. If your mind wanders, analyze why. Resist pressure from others to decide immediately if you need time to reflect.

For discussion:

- Do you tend to be a linear or non-linear thinker?
- Of the cognitive distortions (helplessness, passivity, negativity, defensiveness, all-or-nothing thinking) which plagues you most often? What strategies do you use to resist cognitive distortions?

3-Emotions

emotions = subjective reactions; Emotions are not ideas. They are internal responses.

Your emotions have a function to serve as a **signal** to you something is happening that deserves your attention.

Negative Emotions

Anxiety

a sense of unease, fear, or dread that signals danger. Seek to understand the source of the anxiety and take the right action steps.

Anger

a call to address conflict when we sense an obstacle. When this happens, our energy level rises and we prepare to combat the situation. Don't let it control you. Find its source and take action. If you've done everything you can, you may have to move past the anger. If you get stuck in a "protest stance," it will debilitate you.

Sadness

a feeling of grief. Loss is a part of life. Allow yourself some time to be sad. Sadness helps you recognize that you are not in control of everything.

Guilt and Shame

an attack on yourself by yourself. Guilt and shame can keep you stuck in the past. Determine the cause. Be responsible for yourself while allowing others to take responsibility for themselves.

Positive Emotions

Warmth

makes you want to be in the presence of another person. Warmth signals that the person brings good to you. If you don't regularly experience warm feelings towards anyone, this is a sign that your support system is not adequate. Work to develop some good relationships.

Happiness

a sense of well-being and contentment in general. When you experience happiness, consider what made you happy. Take time be grateful for that event. Lack of happiness signals a possible need for change. Remember that happiness is a valuable experience, but a miserable goal. The important things in life require a certain amount of conflict, failure, patience, and hard work. Those who have happiness as a goal are either children or addicts, not functioning adults.

Satisfaction

feeling of contentment that you have completed a task well. Satisfaction helps you bring closure to a task. Work and leadership should bring some measure of satisfaction. Consider changes if you never experience satisfaction.

Passion

passion = focused desire

Passion keeps you on target and tends to last a long time if it is the real thing. You can't force passion. It develops naturally when you are doing what God designed you to do. For passion to develop, you must be willing to give up good things to focus on the best things. It takes commitment, self-control, patience, adaptation, risk, and going deeper instead of broader.

For discussion:

- From your experience how can ignoring your emotions harm you?
- From your experience what happens when you let your emotions control you?

Pro 28:26 He who trusts in his own heart is a fool, But whoever walks wisely will be delivered.

(NKJV)

- What can we do to make emotions our allies instead of our enemies?

4-Relationships

Leadership must include competency, skills, and vision; however, it is connectedness that fuels people to continue with your program.

internationalization = process of making mental deposits of events, thoughts, and emotions that you have experienced interacting with people over the years

You internalize anyone who is significant to you and form RELATIONAL IMAGES.

Be aware that others internalize you.

Value of Relational Images

- They give you strength in stressful situations and can help you be calm and confident. Action: Get a few good friends who are safe and understand you. Spend time with them to form relational images which can guide and strengthen you.
- If you have acquired relational images of dysfunctional people, this will distort your judgment. Some of your relationships may have been with people who were cold, controlling, manipulative, or abusive. Action: Begin developing relational images from spending time with your few good friends. Take in the good and forgive and grow from the bad.

Relational Abilities

- **empathy:** ability to see from the other person's perspective. Empathy makes it easier to assist others and makes them more likely to allow you to help since you understand

their perspective. Empathy is not just about being positive and encouraging, it is also about acknowledging bad times so people don't feel isolated in their pain.

- **relationship and reality:** ability to convey truth over the bridge of relationship. People tend to experience truth as harsh or judgmental. They tend to resist. Build the relationship. Be in tune with how people are doing while also providing structure, direction, and feedback. Begin by saying things that express your appreciation of and support for the other person. Then give clear direct feedback. (Tell them the problem. Give examples. Point out consequences. Offer solutions.)
- **motivation:** ability to create an environment that helps people connect with their passion. For this to happen, you have to get to know people. Be alert to what they enjoy and how that could match an important task to create a win/win.
- **freedom and ownership:** ability to know how much freedom is appropriate for each person. Find out which people are self-structured and bring results. Give them more freedom. For others, provide more structure and detailed requirements that you regularly check.
- **challenge:** ability to select the right amount of challenge for each person to energize rather than debilitate. Too little challenge promotes complacency. Recognize that the amount of stress that is optimal varies from person to person.

For discussion:

- Which of the relational abilities (empathy, relationship and reality, motivation, freedom and ownership, challenge) is strongest for you?
- If you could strengthen one of the relational abilities, which would you pick and why?

5-Transformation

Transformation is a makeover from the deepest part of yourself which results in a new perspective, new ways of behaving, and revitalized values about life.

Common Growth Areas

- depending on trusted people
- clearly defining yourself and your roles
- confronting others effectively.

Strengths and Weaknesses

- When it comes to skills, build on your strengths and manage your weaknesses.
- When it comes to your ability to relate to people, you need to resolve issues.

Become Self-Observant

To continue to grow, dispassionately monitor your behaviors, your words, your emotions, and your attitudes. Especially pay attention to how you affect others and how you face your own weaknesses.

Make Time Your Ally

The growth process usually takes more time than you think it will. You need time to understand and apply what you are learning. You need time to discuss it with others and to assess your progress.

Spirituality

- **RELATIONAL NATURE:** When leaders connect with and trust God, it makes them able to connect with others.
- **PURPOSE:** When you see your role as a leader in a larger context you become less fearful and more humble.
- **REALITY:** Since God made everything, all reality is spiritual in nature. To grow as a leader is to deal with spiritual realities whether or not you recognize them as such.
- **ATTITUDE:** When you see your role as a leader in a larger context (someone God is leading and resourcing), you become less fearful and doubtful in your role as leader.

When you see yourself as God's creation, you become more humble.

- **CARING:** The spiritual principle of giving to others what you receive works in both life and leadership.
- **SACRIFICES:** The spiritual way of life faces negative realities with support and courage during dark times.

For discussion:

- What growth area is most troublesome for you? Think of one small step you could take to begin transforming yourself in that area. If you don't even know where to begin, ask your peer leaders for some ideas to get you started.
- What can you do to help you remember that your ultimate source of power is most available to you when you get yourself out of the way?