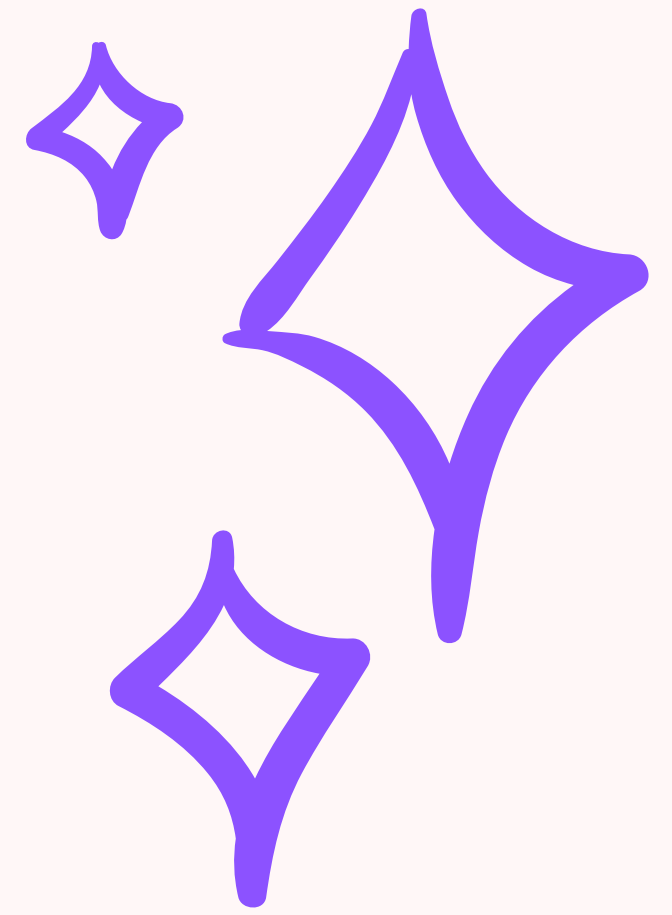




"LEADERS INSTILL IN THEIR PEOPLE A HOPE FOR SUCCESS AND A BELIEF IN THEMSELVES. POSITIVE LEADERS EMPOWER PEOPLE TO ACCOMPLISH THEIR GOALS."

BECOME A POWERFUL LEADER

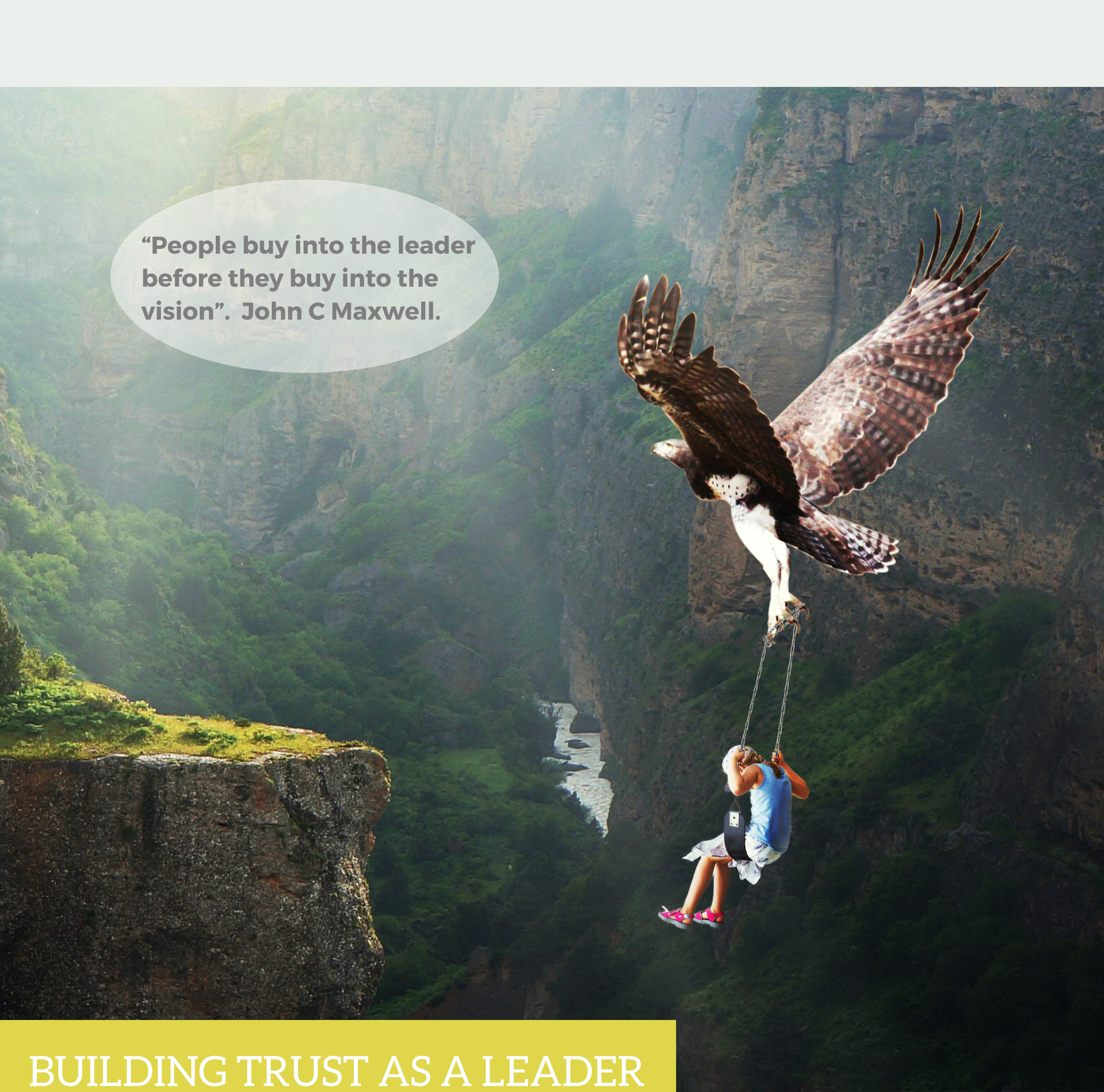
SIX KEY TOPICS TO MASTER FOR LEADERSHIP DEVELOPMENT



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A person in a blue tank top and white shorts is rappelling down a dark, rocky cliff face. A large eagle with brown and white feathers is perched on the rope above the person, looking down. The background shows a deep, green valley with a river winding through it. A semi-transparent oval contains a quote in the upper left corner.

“People buy into the leader before they buy into the vision”. John C Maxwell.

BUILDING TRUST AS A LEADER

HOW DO YOU MEASURE UP?

Six Key Steps to Master Leadership Development

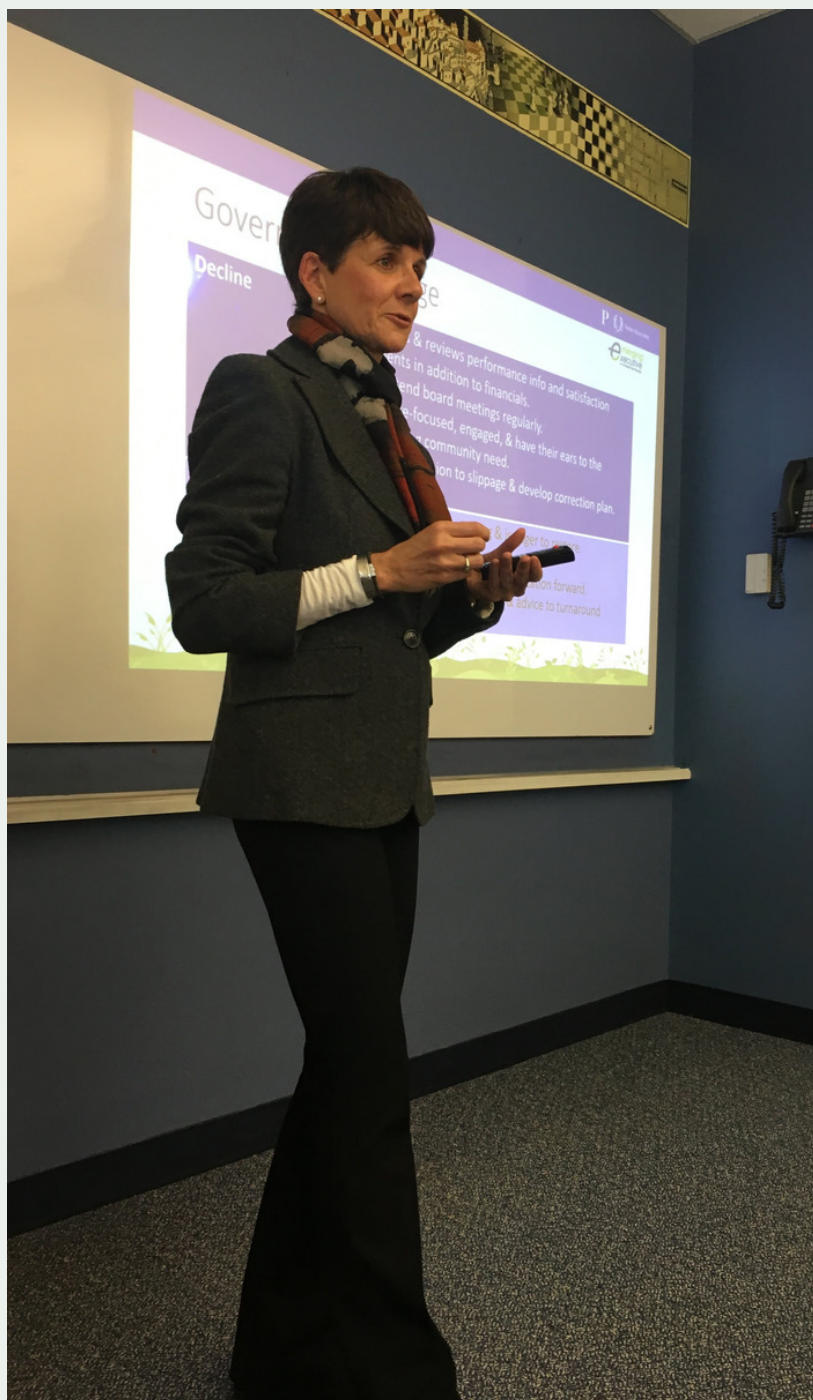
Successful leaders share one trait in common. They have the ability to build trust, which takes time and effort. Trust is earned by virtue of effective communication, authenticity and connection. It is rooted in the capacity to work well with others and inspire a team. Regardless of whether you are an introvert or an extrovert, you can easily become a powerful and well respected leader.

How well do you measure up?



Become a Powerful Leader by Building Trust

**“Leadership and learning are indispensable to each other.”
-John F. Kennedy**

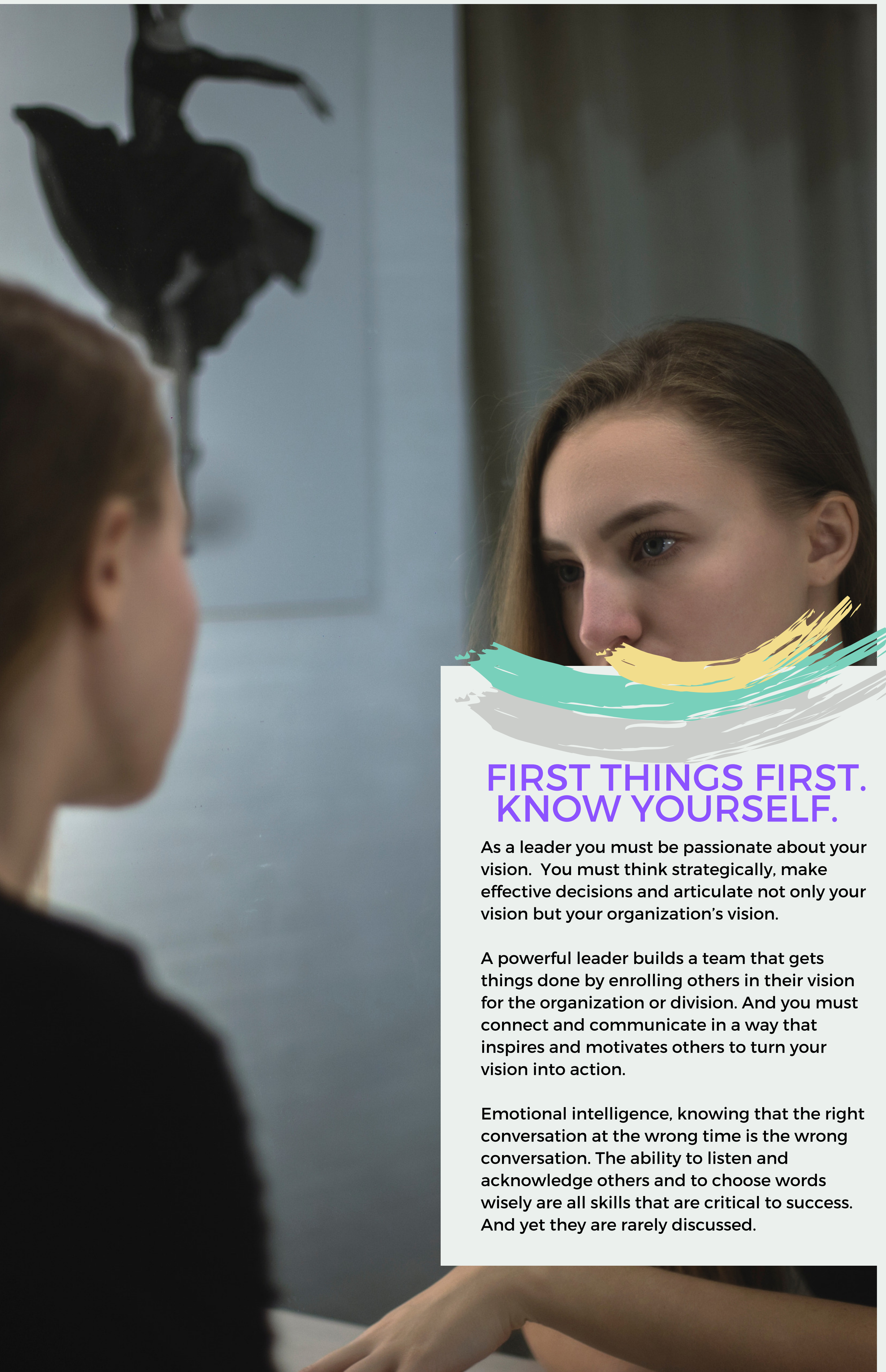


All successful leaders share one trait in common. They have the ability to build trust, which takes time and effort. Trust is earned by virtue of effective communication, authenticity and connection. It is rooted in the capacity to work well with others and inspire a team. Regardless of whether you are an introvert or an extrovert, you can easily become a powerful and well-respected leader by considering the following:

- Be selfless. People are inspired by leaders who show they care for others. Take a moment and think about your team, whether you manage them directly or they participate on your board. Have you taken the time to get to know them on a personal level? Can you identify what motivates them, or what is going on in their lives? Have you put in the effort required to make a genuine connection with each of them? Would they define you as caring and compassionate? Building trust is about investing in your people at a personal level.
- Do a quick self-assessment. What kind of leader are you? What is your vision for the organization? Do you demonstrate passion? How much time do you spend on leadership versus management?

To help answer these important questions, try this simple exercise. Look back at your meeting schedule over the past two weeks. Figure out how much time you spent on strategic activities and refining your vision versus revisiting an old strategy or reacting to a specific situation. The answers might surprise you. Moving forward, schedule at least 30 minutes each day, preferably first thing in the morning and away from the office, to focus on developing your leadership skills by defining your own values and goals. Invest in your personal growth by getting to know who you are as a leader, and then use your new-found insight to become an inspiration for your team.

- Follow through on your commitments, and lead by example. If you agree to do something, make sure and get it done quickly. Nothing erodes trust faster than someone who doesn't make good on their promises.
- Demonstrate thoughtfulness. Make that call to ask an employee how they are doing, write a thank you note when one is needed, take note when a team member goes the extra mile. These gestures matter! Be mindful about investing in your people as they are your greatest asset.
- Instead of talking, listen! Ask thoughtful open-ended questions and focus on what people share with you. Learn about their personal stories, take note of what is important to them. And then use this information to motivate and support your team more effectively.



FIRST THINGS FIRST. KNOW YOURSELF.

As a leader you must be passionate about your vision. You must think strategically, make effective decisions and articulate not only your vision but your organization's vision.

A powerful leader builds a team that gets things done by enrolling others in their vision for the organization or division. And you must connect and communicate in a way that inspires and motivates others to turn your vision into action.

Emotional intelligence, knowing that the right conversation at the wrong time is the wrong conversation. The ability to listen and acknowledge others and to choose words wisely are all skills that are critical to success. And yet they are rarely discussed.

Who Are You as a Leader?

Let's See.

“Leadership is about being of service to others, not being served by others. Be a mentor, not a boss”.—unknown.

Start by evaluating yourself using the management wheel on the next page.

And if you are up for the challenge, ask a couple of your team members and peers to use the same tool and evaluate you. See how your answers compare. After all, we are all legends in our own minds!

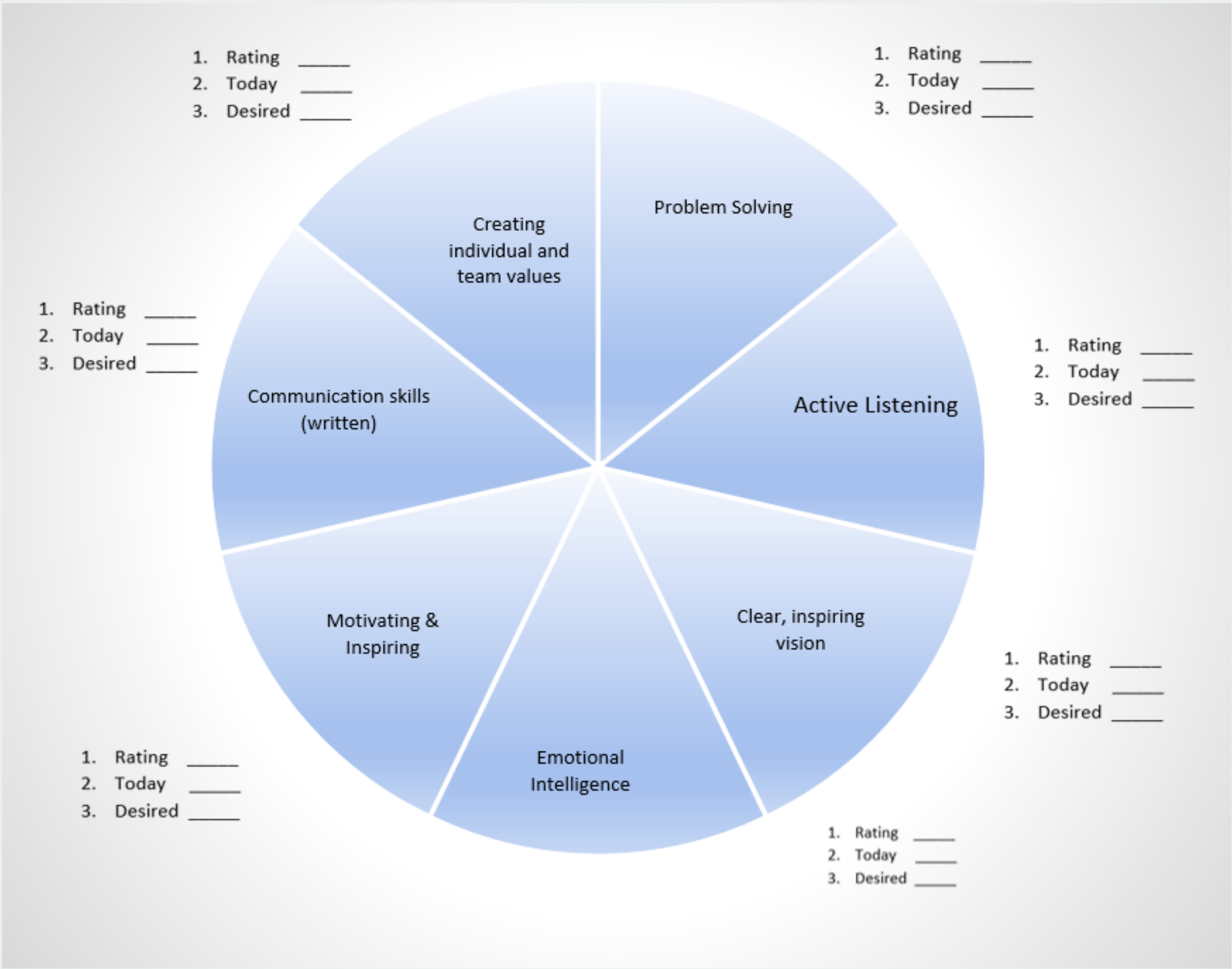



Management/Leadership Wheel

The eight sections in the Management/Leadership represent the softer skills of management, which we so rarely focus on, but are so critical to building trust as a leader.

Directions

Seeing the center of the wheel as 0 and the outer edges as 10, rank your level of satisfaction with each life area by drawing a straight or curved line to create a new outer edge.





Step One: How Aligned is Your Career with Your Values?

At some point, each of us begins to evaluate how we make a living, and whether or not our career choices are at odds, or in harmony with, our morals.

Early career choices are led by ambition and financial necessity. Once we reach middle age and have accumulated life experiences, we begin to recognize the value of love and friendship, and question how we spend our time. Are we in alignment with our values and if we aren't, how do focus on what is really important?

As a first step, you need to identify your values:

1. Brainstorm a list of words that best describe you and your values. Words like integrity, learning, freedom, or nature may come to mind. Be sure to clarify what these words mean to you by defining them.
2. Think about a time in your childhood when you were really happy. What were you doing? What values were you honoring?
3. Think about an unhappy time in your childhood, or some time more recent. What values were you ignoring? We can learn just as much from negative experiences as we can from the positive.

With your list of values complete, ask yourself how are you honoring them today? To help you with this exercise, you can use a tool such as the wheel of life. If you score less than 5/10, it's probably time to reconsider how you can bring your life back into alignment.

Unhappy, out of balance individuals do not make the best leaders. Taking the time to know or reconnect with yourself helps you become a better leader.

For some individuals, however, this might mean a change.

Re-aligning your career with your values doesn't necessarily mean taking a financial hit just so you can do the work you really want. Unless of course you do not want to be a leader? Reframe your thinking and ask, how will you bring your values to your leadership? What values do you want to instill with your team? Better still, when will you have a vision and values session where you co-create your team values and share your individual values. A sure way to build communication and trust.

[Click here to access "The Wheel of Life" tool.](#)

A Fun Exercise That Builds Team Values (Jim Collins: "From Good To Great")

1

Sit down with your team.

2

Imagine that you need to create a mini-version of your company to a desert island.

3

And you have to send a few people (up to 7) from your team on a plane to the desert to represent your best attributes.

4

Identify the handful of employees you'd send on the plane (you can't vote for yourself). Ideally, if your company is large enough, you aren't allowed to select anyone on the team.

5

Now examine those people that your team identified and list out the values/attributes they possess that made you vote for them (e.g. Jane operates with integrity, Ralph strives for excellence, etc.)

6

You should have a list of 10 or more business values at this point.

7

Start poking holes at each business value (you can use real-life business challenges/successes to test each business value to see if it is indeed true).

8

Some values might be redundant with each other so start shrinking your list (I recommend you get it down to 8 or fewer values).

9

Wordsmithing – Once you come up with the list of 8 or fewer values you may want to wordsmith them in a way that's more of a commitment.



Step Two: Are You a Good Listener?

Henry David Thoreau wrote “It takes two to speak the truth; one to speak and another to hear.”

There’s a big difference between listening and hearing. Most of us think we’re good listeners, but are we really? In today’s polarized world, active listening and meaningful dialogue are more important than ever. The recent #MeToo movement raises difficult questions that require thoughtful answers. Those who hope to affect significant cultural change through this movement need to ensure lengthy discourse between a wide variety of people with differing opinions.

It is essential for good leaders to employ active listening techniques while engaging with board members, staff, and other stakeholders. Take the time to learn what’s important to your team, discuss their concerns, and observe how they address challenges. Armed with this information, you can create an environment that encourages teamwork, active problem solving, and commitment rather than passive compliance.

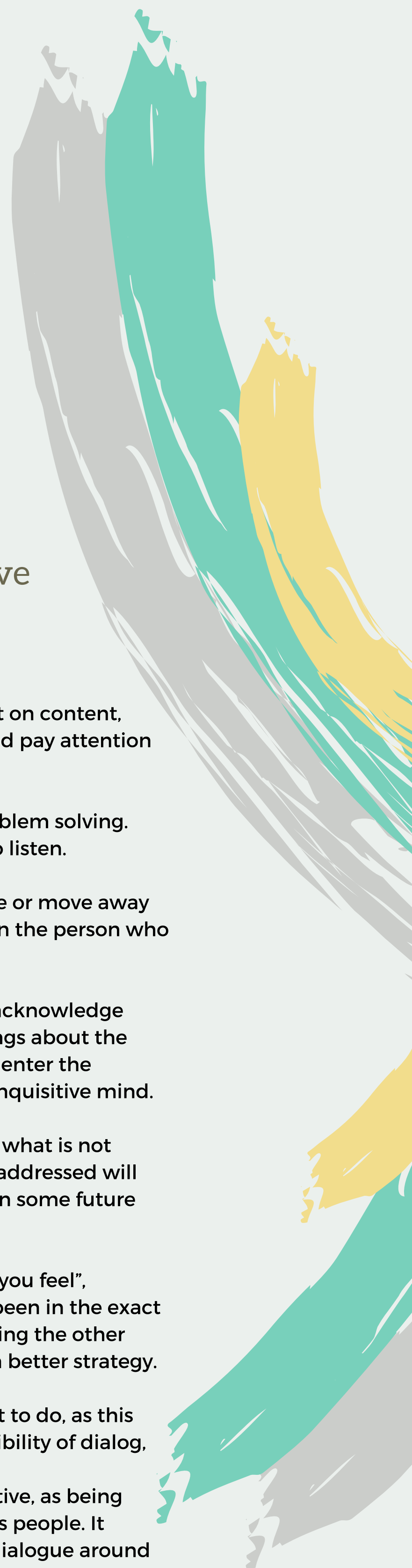
Build a team that will ask, “How can we tackle this together?” rather than “Can we ever reach this goal?”

There are two types of listeners; those who listen and those who wait to talk. Most of us fall into the second category. Work on listening like it really matters, especially in times of conflict. In heated discussions, often each party is more concerned with being right than listening to different perspectives. If you find that you begin to repeat yourself in a discussion, it probably means you feel like you’re not being heard. If that’s the case, stop the conversation, and take a moment to gather your thoughts.

To become an active listener, adopt the following:

1. Rather than focusing just on content, listen to the tone of voice, and pay attention to body language.
2. Don’t get trapped in problem solving. Remember – you are there to listen.
3. Put away your cell phone or move away from the computer. Focus on the person who is speaking.
4. Prior to a conversation, acknowledge your own opinions and feelings about the issue at hand, and resolve to enter the conversation with an open, inquisitive mind.
5. Listen and make note of what is not being said. Issues that go unaddressed will likely need to be addressed in some future discussion.
6. Do not say, “I know how you feel”, especially if you have never been in the exact same situation. Acknowledging the other person’s comment is a much better strategy.
7. Never tell someone what to do, as this immediately closes the possibility of dialog,

Deep listening is transformative, as being heard connects and validates people. It creates the opportunity for dialogue around big issues that everyone faces. Try and spend some time every day practicing being an active listener and see how it changes what you learn.



Step Three: Words Matter, Use Them Wisely

How effectively you write can mean the difference between winning or losing that grant or sales proposal. How well you use words to communicate to your team is equally as powerful.

It's important to pay the attention to the words you use when speaking, particularly if you are in a leadership role. How carefully you communicate can mean the difference between a team who is completely invested to your organization's project or vision, or just simply compliant. The words you choose can inspire, demotivate or keep your team "stuck".

For example, consider the words you use when trying to get something done. If you nonchalantly request that a task get completed, and it doesn't happen, do you get frustrated or upset? Were you really demanding instead of requesting? If the task requires completion, is there a way to successfully communicate its importance so that your team feels motivated and is eager to complete it? Remember – the words you use to inspire matter a lot.

As an executive coach, I have consistently observed how the words people use reflect their commitment to complete, or not complete, a task. If someone communicates that they will try to make 10 sales calls or connect with 10 potential funders before our next meeting, I know immediately there is little guarantee of follow through.

However, if someone communicates that they absolutely will make those 10 calls, I am pretty confident it will get done. They have communicated their intention to be action oriented and successful in completing the task. More often than not, those people who declare their intention make very effective leaders.


Beyond committing to a task, a leader must be committed to him or herself. If your actions do not demonstrate a commitment to yourself, how can you expect others to be committed? Think about the difference in how you feel when you state, "I will complete this today" versus "I will try and complete this today". Which one of these statements makes you feel more empowered and productive?

Being an effective leader, defining your future, and accomplishing your goals often requires you push yourself beyond your comfort level. You might have to take on certain tasks that aren't particularly enjoyable. But always keep the bigger picture in mind. In many cases, the goal is to develop crucial relationships with new funders or sales prospects. Always be striving for long term fulfilment instead of short-term satisfaction.

As Don Miguel Ruiz stated in his book, The Four Agreements, "Be impeccable with your word". He couldn't have been more right!

Check the Following:

1. How often do you say you will do something, but not follow through?
2. How many times in a day or a week do you use the word try? Keep a log. You might surprise yourself. Try is a dis-empowering word and one that does nothing to build trust.
3. How often do you use "filler" words? Filler words use airtime, negate power and often mean a lack of focus. Examples include: really, actually, and you know.
4. What do you need to change in your written or verbal communication?



"Leadership is the art of getting someone else to do something you want done, because he wants to do it"–Dwight D Eisenhower

Step Four: No is a Complete Answer!

Thinking you are a bad person for saying no is a symptom of "the disease to please." Saying yes when you need to say no causes burnout.

Yet not many of us think that way either in our professional or our personal lives. We are too concerned about how we may be perceived by others. Will we upset or offend the other person? Will they no longer like us? If we are at work, how might this influence my next promotion?

Saying no is one of the most important skills that we can learn. It means that you respect and value yourself first. Remember what they say on the airlines, “put on your oxygen mask first before helping others”. The same applies to life.

The importance of living a life according to your values and setting boundaries cannot be underestimated. If you don’t take care of yourself, your physical and emotional health will bear the consequences. If you consistently say yes, when you really want to say no because you are exhausted or other things are a priority, at some point you will feel resentful. This will ultimately impact your relationship in a negative way with the other person.

Another reason to say no. We train people how to treat us. If my client knows I will pick up the phone at 9 PM every night, when he or she finally has time to call, I am a part of the problem. I have trained that client that I will pick up the phone whenever she calls. Why then should she make it a priority to call about her business problem when she knows I will pick up after regular hours? Our words and actions send a powerful message to the people on the receiving end of our communication. What is the message you want to convey? Think carefully because once you have trained someone, it takes a while to break a habit.

As a baby boomer, I started working in a time of no email or voicemail. Work and messages (taken by a receptionist) were still responded within 24 hours. It’s a boundary that so many of us have lost in our 24/7 world of computers and smartphones. After working in the 24/7 world of Silicon Valley, I constantly have to remind myself to be conscious of boundaries. Time away from the phone.

Learning to say no in a business context is equally important. Start-up organizations (nonprofits and businesses), typically in my experience, have a big problem saying no.

At the start-up stage of an organization when energy and passion are at their highest, there is a willingness to do almost anything to prove that they should exist. But clarity of purpose or business is essential to success. It’s very easy to sow seeds, but how will you cultivate and maintain all that you reap from those seeds?

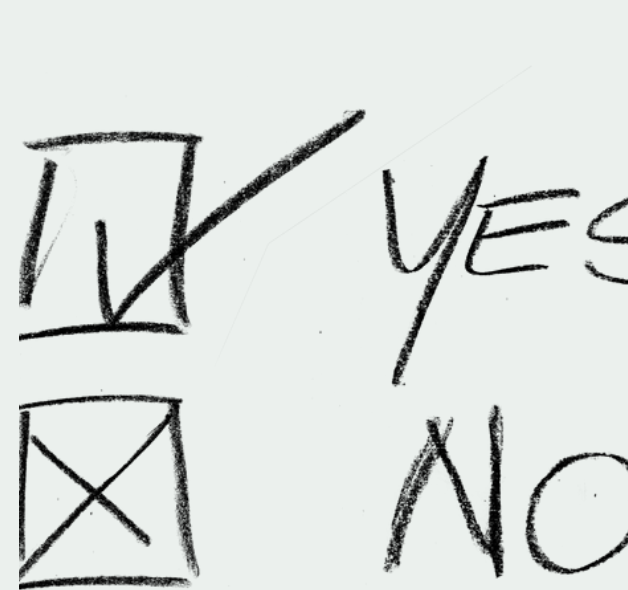
In the nonprofit world, how often do we see mission creep in well-meaning organizations looking to help those in need? In my experience, a lot of the time. Funders are a good example of an entity that say no. Probably more frequently than many in the nonprofit world would like to see! But they understand they cannot fund every program and they say no to organizations that fall outside of their funding guidelines.

Often when individuals move from the corporate world to a more entrepreneurial setting, there is a tendency to accept any potential project to secure income. And to work constantly. Sometimes around-the-clock. One of the benefits of working for yourself is that you can set your own hours and take care of your health and spend more time with your friends and family. It’s one of the reasons so many of us move into an entrepreneurial role. But then we forget.

Before answering any requests, ask yourself: if I say yes to this, what am I saying no to? There is always something! And remember, a request is just that. It’s a request. This response can be yes or no. If you find yourself upset at the response that you get, circle back and ask yourself was this really a request? Or was I “demanding” that person did what I asked? There is a big distinction between a request and a demand.

Saying no can mean what I call a “qualified no”. No, I can’t look after your child tomorrow until 7 PM but I can look after him until 4 PM. Why might you say that? That way you can help your associate or friend, and still honor your value of working out at the gym or meeting a project deadline for example.

Hearing the word “no” from a business associate or even a friend or partner can be disconcerting. Very often the receiver of the word “no”, can get upset because they assume it is something personal about themselves that has made the other person say no. It could simply be because the other person is too busy! Do we ever think about that? Perhaps they have better boundaries than we do! And if you have any concerns, you can always ask a follow-up question to clarify.



What are the boundaries you need to set to ensure that your business is successful and sustainable? And what or who do you need to say “no” to?

Step Five: Develop Resiliency to Improve Your Leadership Capabilities

The more you learn how to leverage challenges as opportunities to grow, the more resilient you are likely to become.

Developing resiliency results in better leadership. All of us experience pain, both personally and professionally. But some of us suffer much more than others and are unable to use experiences as growth vehicles. I always say pain is informative, suffering is optional. But why do some people handle stressful events better than others? And why can some people use these experiences to improve their leadership skills while others don't seem to have this ability?

People who weather storms more effectively tend to view the world through a specific lens. Instead of focusing on the negative, they view challenges as welcome learning opportunities. This doesn't mean they ignore their very real feelings of anger, sadness, or disappointment. It's just means that they view these feelings with a questioning mindset.

What resilient people do is immediately look at a problem or situation and ask themselves, 'What just happened? What's the solution? What can I learn from this situation?' 'What is possible?' And perhaps most importantly, 'How can I use this experience to be a better leader?'

Having the ability to ask and answer these questions about your own behavior can change your frame of mind. You become more open and willing to explore growth opportunities, which helps you move forward, solve problems and be thought of as an effective, even-minded leader.

But often, we are not aware of the need to ask ourselves self-reflective questions, nor are we aware of the underlying issues that influence assumptions, behaviors and reactions. For example, if your boss calls you out at work, do you automatically respond defensively, perhaps the way you did as a child when confronted by a teacher or a parent? Becoming more conscious of how you react to certain 'button-pushing' situations will help you develop both resiliency and leadership skills.

As a first step, train yourself to become more observant. Think about which few questions to ask yourself under adverse circumstances, and practice using them. Observing and understanding how you react to certain situations will help you become a better listener and improve the quality of your life and relationships both at home and work. Think carefully about the distinction between pain and suffering. If pain is informative, what is required to move forward? And if suffering is optional, are you focusing only on the negative?

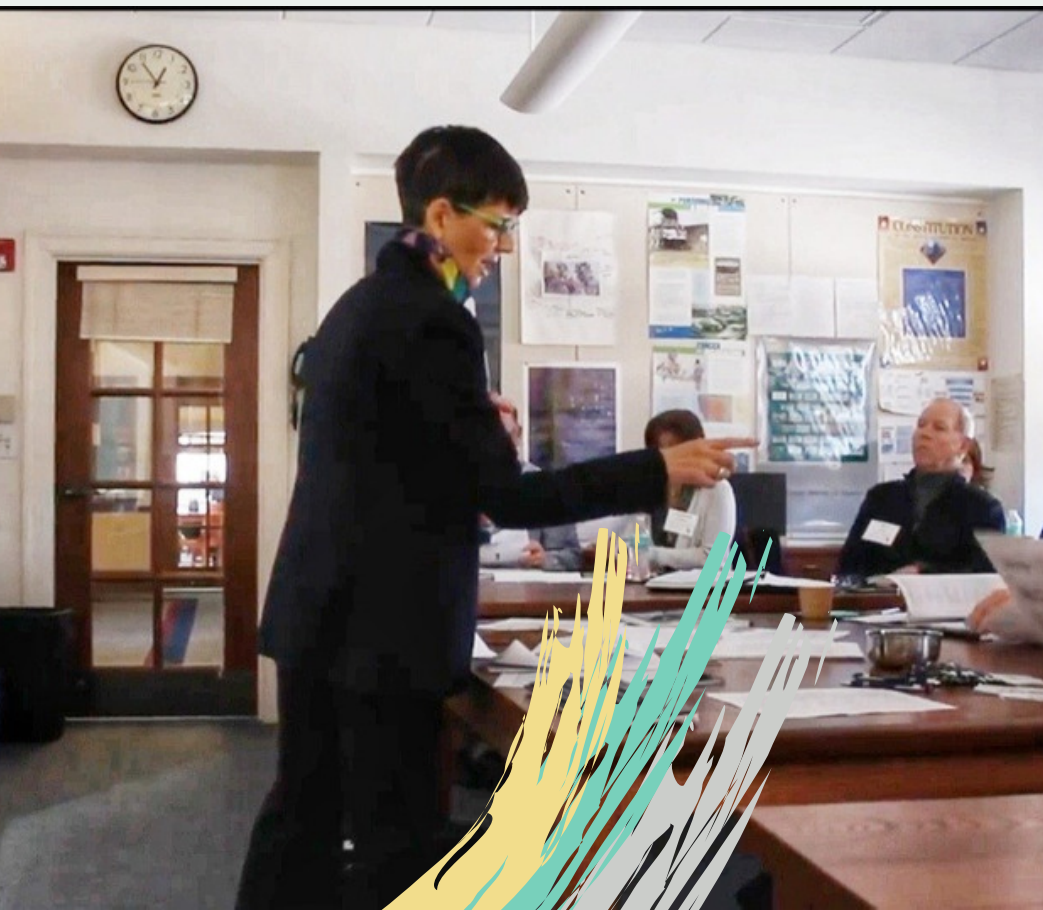
Developing this skill takes time, and sometimes requires the help of an executive coach. However, it is well worth the investment of time and effort as becoming self-aware is one of best tools you have for becoming resilient, creating positive change and maximizing your leadership potential.

Here are some simple tips to help you build resiliency:

1. If you find yourself focusing on a negative thought, ask yourself what evidence exists that this particular thought is true.
2. When a problem presents itself, ask yourself what is the hidden opportunity to either solve the problem or learn more about yourself.
3. Add some simple acts of kindness into your life. Help a neighbor, or volunteer.
4. Take care of your health and have some fun. When you feel better, you are less likely to focus on the negative.
5. Laugh. We all know laughter is the best medicine!

To learn more about becoming resilient and fighting negativity, check out Dr. Marilee Adams' book titled: Change Your Questions, Change Your Life: 7 Powerful Tools for Life and Work.





Remember For Better or Worse we Train Others How to Treat Us!

In the 24/7 world of social media and the internet where our smart phones constantly ping, creating boundaries is ever more challenging. There are many articles written about ways to remove yourself from the “connected” world and reconnect to life and community.

But at the end of the day, underneath all these helpful hints, lies you. You and your commitment to making change. Commitment is different to compliance with other people’s suggestions.

When I first moved to the US in 1996, I was working as VP of Marketing in Silicon Valley. It was an exhausting 24/7 job, characterized by high-energy, high-power, and high expectations. I was known as the person who always got things done. I wore that badge of honor with pride, even though that meant responding to emails at 3 AM. The more I responded, the more work came my way. By 2002, I was out on disability with a repetitive strain injury. I was angry, conflicted and scared. More importantly, I placed all the blame on the company for demanding too much work and being poorly organized.

Unfortunately, I had failed to identify and understand my role in creating the situation. It took a long time working with my coach to finally come to terms with this. In my zeal to impress, I had successfully trained everyone that Nadia was available at their disposal at all hours of the day and night. The word ‘boundaries’ did not exist in my vocabulary. I finally recognized that I was at least 50% responsible for creating this situation.

When you complain about other people or your own situation, the first question to ask yourself is "what is your role in creating this?" We often don't realize how much we contribute to building our reputations in the workplace.

By way of another example, if you consistently arrive late for a meeting or frequently cancel at the last minute, you are likely developing a reputation as someone who is not committed or worse disrespectful of other people’s time. Be mindful that you are sending a powerful message to the people around you, and they in turn are forming their own impressions of who you are. You are training them by your behavior. Consciously or subconsciously, you are sending the message that you are unreliable and uncommitted.

Take time to reflect on the messages you send to your work colleagues, friends and family by virtue of your behavior. You are responsible for creating the impression you want people to have of you. More importantly, try to understand what motivation you have for projecting the image you are creating for yourself.

I needed the guidance of an executive coach to help me determine at the highest level, what my goals were, and what I wanted my life to look like. In other words, what was I committed to, rather than a set of resolutions with no context. Through this work I could then establish appropriate boundaries. Every time a situation arose that challenged my thinking, I could ask myself a very simple question. Will this give me short term satisfaction or long-term fulfillment? I now know how to say no, but I often still have to check in with myself on daily habits to make sure I am doing what’s best for me.

It’s a never-ending journey, but as a result, my relationships both at work and on a personal level are much healthier.

Recommended Reading List



BRENÉ BROWN

Dare to Lead



RICHARD CARSON

Taming Your Gremlin



DANIEL GOLEMAN

Emotional Intelligence



DANIEL GOLEMAN

Primal Leadership



SUSAN SCOTT

Fierce Conversations



MARSHALL ROSENFELD

**Nonviolent Communications:
A language for Life**



BRENÉ BROWN

**Rising Strong: How
the Ability to Reset
Transforms the Way
We Live, Love,
Parent And Lead**



DON MIGUEL RUIZ

The Four Agreements



MARTIN SELIGMAN

Authentic Happiness



Recommended Reading List



PATRICK LENCIONI

**The Five Dysfunctions
of a Team**



DEBBIE FORD

**The Best Year of
Your Life: Dream It,
Plan It, Live It**



CARRIE STACK

The Dream Boss



DEBBIE FORD

**The Right Questions:
Ten Essential Questions
to Guide You**



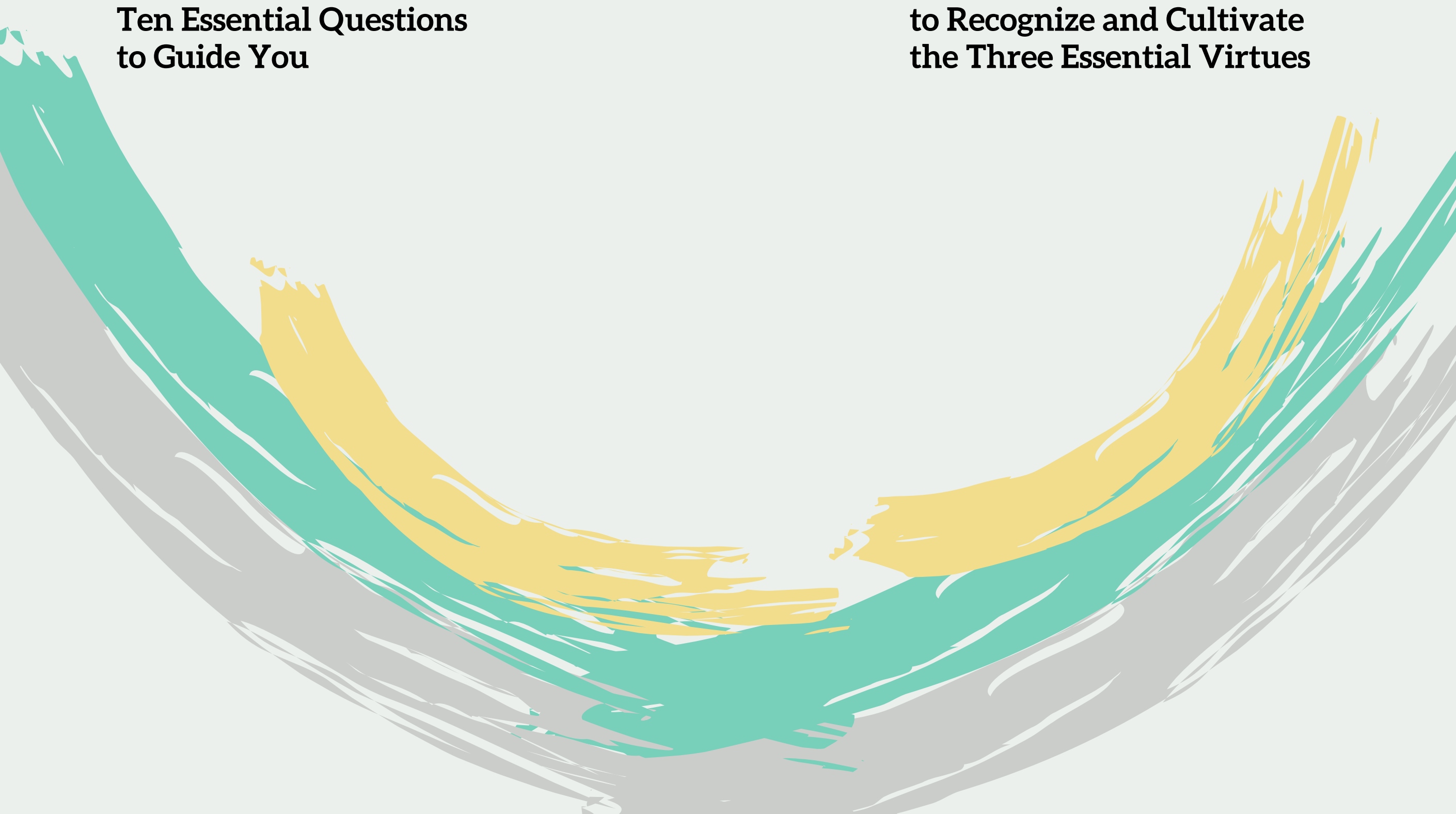
BYRON KATIE

The Work



PATRICK LENCIONI

**The Ideal Team Player: How
to Recognize and Cultivate
the Three Essential Virtues**





Want More Support?

If you are looking to become a more powerful leader or even transition careers, executive coaching is a valuable tool to reach your goals.

It uses a combination of questioning, listening and accountability to support individuals move towards personal and professional goals. We work with you to acquire the skills and competencies whether your goal is to become a CEO or Executive Director, move into a management role, or transition to a new career.

We help you identify and develop a powerful vision for yourself as a leader and enhance your abilities to think and act decisively to inspire and motivate board members, staff and volunteers. We also focus on the more subtle communication and emotional intelligence skills necessary to build the trust to create productive relationships establish your credibility as a leader. We ensure emphasis on real life issues pivotal to achieving results, so you practice the new skills you learn on an ongoing basis.

A handwritten signature of Nadia Prescott in teal ink, set against a light grey background with a subtle gradient.

Nadia Prescott
Executive Coach

Thank you for reading!

I have developed a love for connecting with my social media community and I want you to be a part of it!

I'm always sharing tips and resources on all my social media hangouts exclusively for non profits and business leaders.



**YOU CAN FIND ME HANGING OUT
HERE**



EMERGING EXECUTIVE