

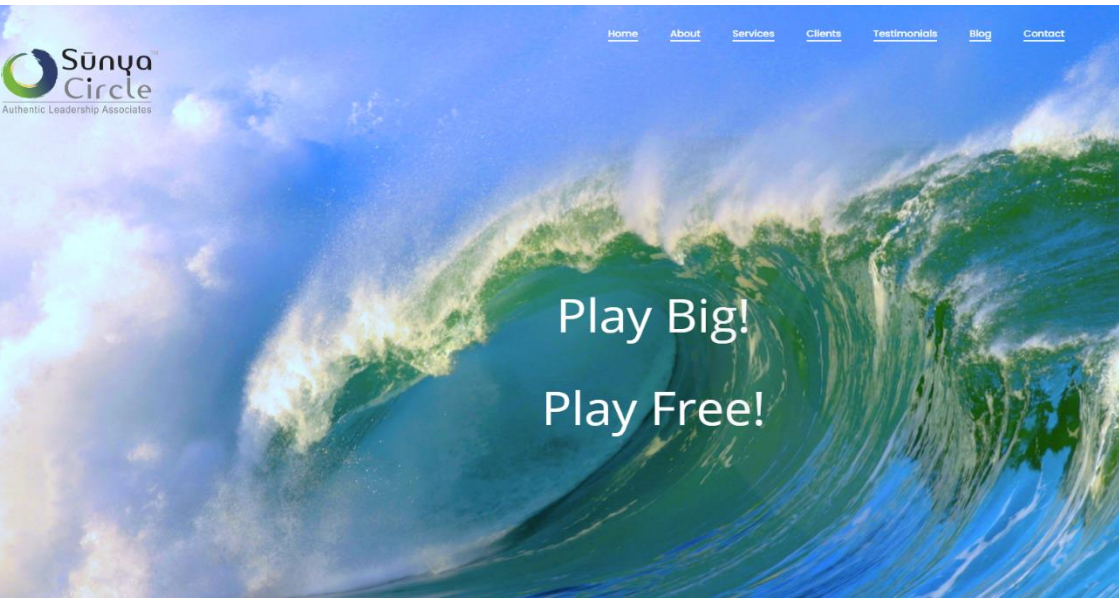
The Power of **Conscious Choice**

To Be a 360 deg **Transformational** Leader

*An Exploratory Approach to '**Know Yourself**' - Presented by Jaspal Bajwa
'IOC Fellows' – Writing & Collaboration Group – Dec 18,2020*

'**The 9C Conscious Choice**' is embedded in a 9-11 month Executive Coaching Approach in '**Sunya Circle**'[®]

- **ReDiscover :** - Self-Reflection + Key **SbD*** Concepts + **Practice 3X**
- **Reinvent & Rewire:** - 90 d cycle x 3 **Practice 3X**
& '**LGPR**' + informal **360 deg** Feedback

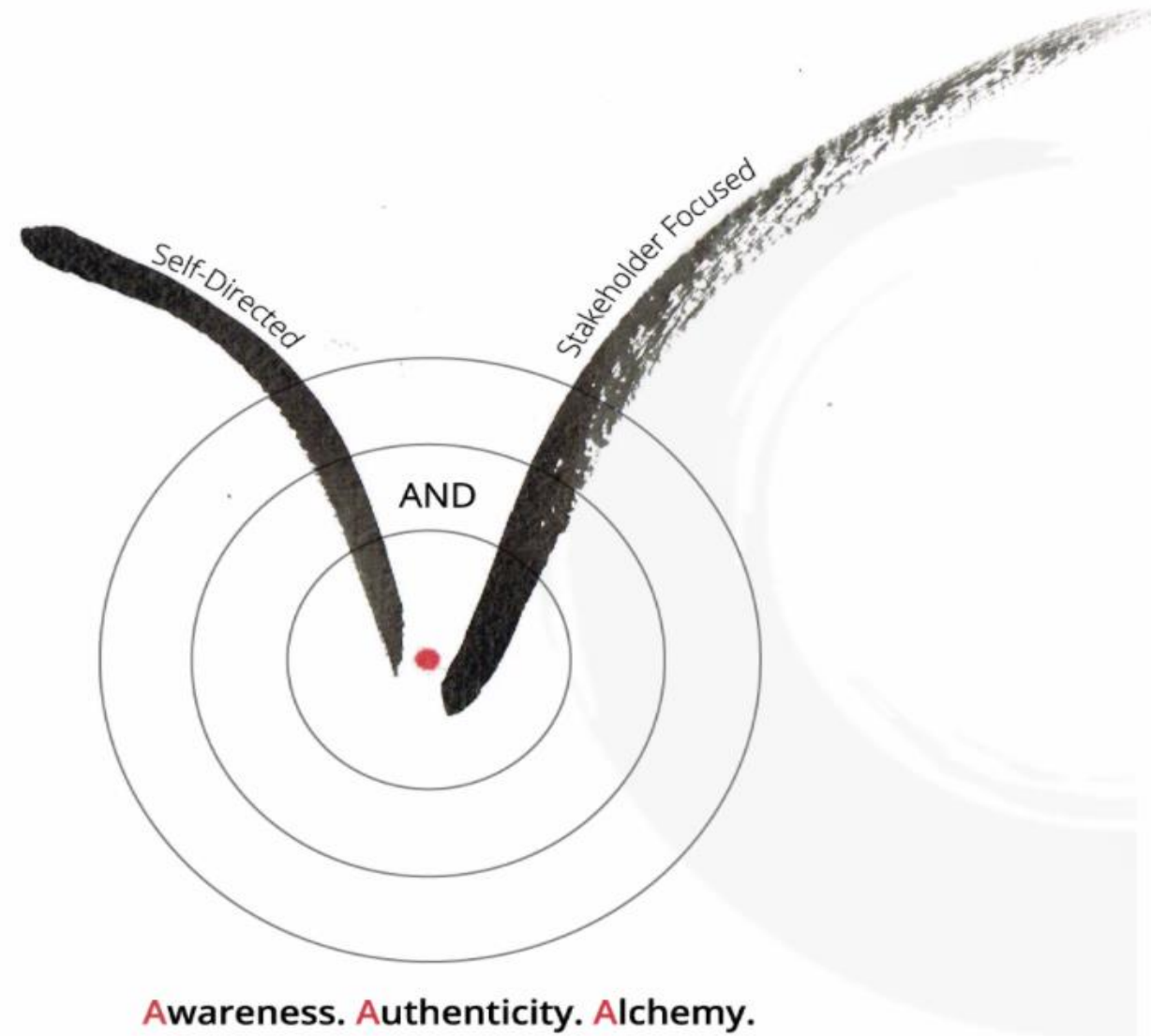


* *Success-by-Design*
***Leadership Growth Progress Review*



Become a Transformational Leader

Choose to be...



I Choose

In the Here AND Now

*As **/s***

...

I Choose

To Be

Centered AND Connected

I Choose

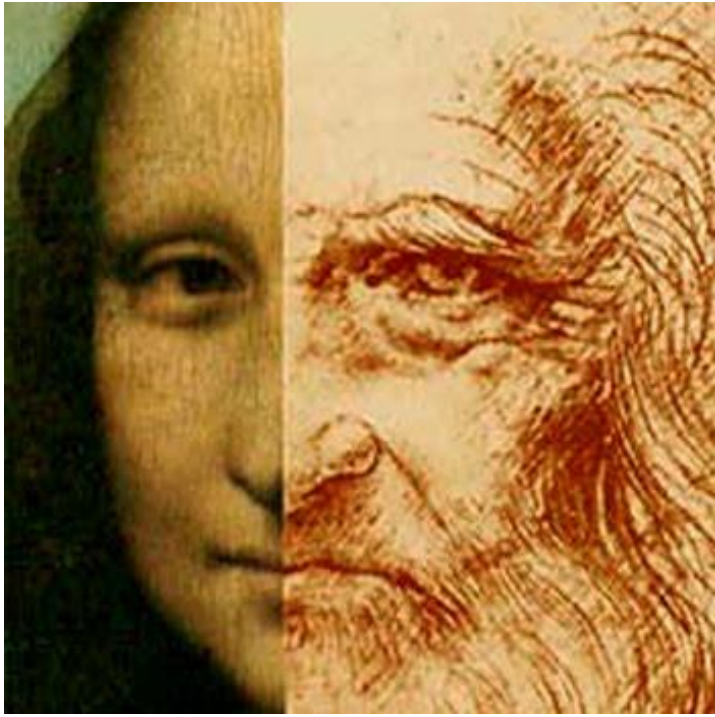
To Learn AND Unlearn

I Choose

To Serve-First

Cherish The ONE AND The All

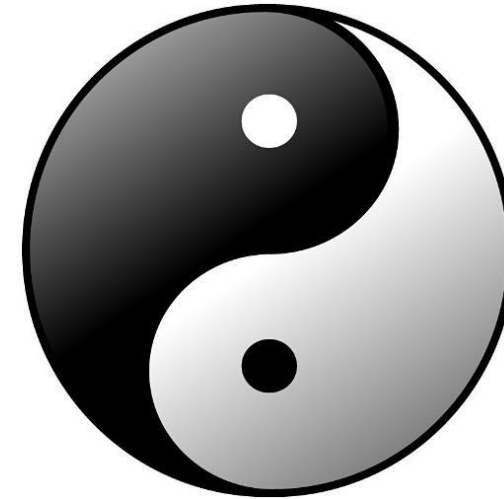




A world in which **Polarity** abounds.
And **VUCA^x** is the norm

Worth contemplating, what is the role of
'Or' vs. 'AND'
Is there scope for a potential Paradigm-Shift?

"The art in Science
AND
The science in Art"



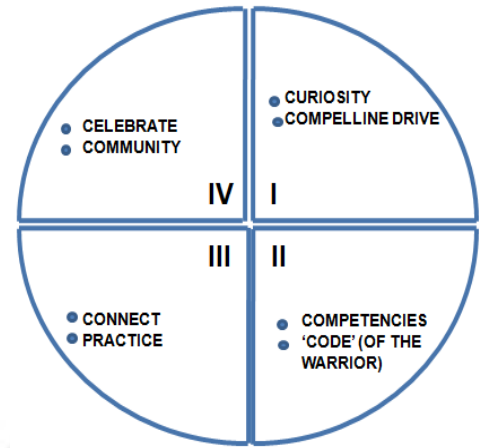
Yin AND Yang ~ 'Level 5' Leadership (Jim Collins)



Celebrate Life!

In the next few slides, you are invited to take a whirlwind tour, around the dial of an imaginary "Clock"- symbolizing the turning of the 'wheel' of Life.

Each Day. Each Breath. Each Moment!



The Journey of Life 'n Leadership

- Co-Own & Celebrate
- Covenant Delivered

- Connect
- Practice 3X
- Co-Create

At 1 o'clock on the dial ...

- **Curiosity**
- **Compelling Drive**
- **Sense of Purpose**

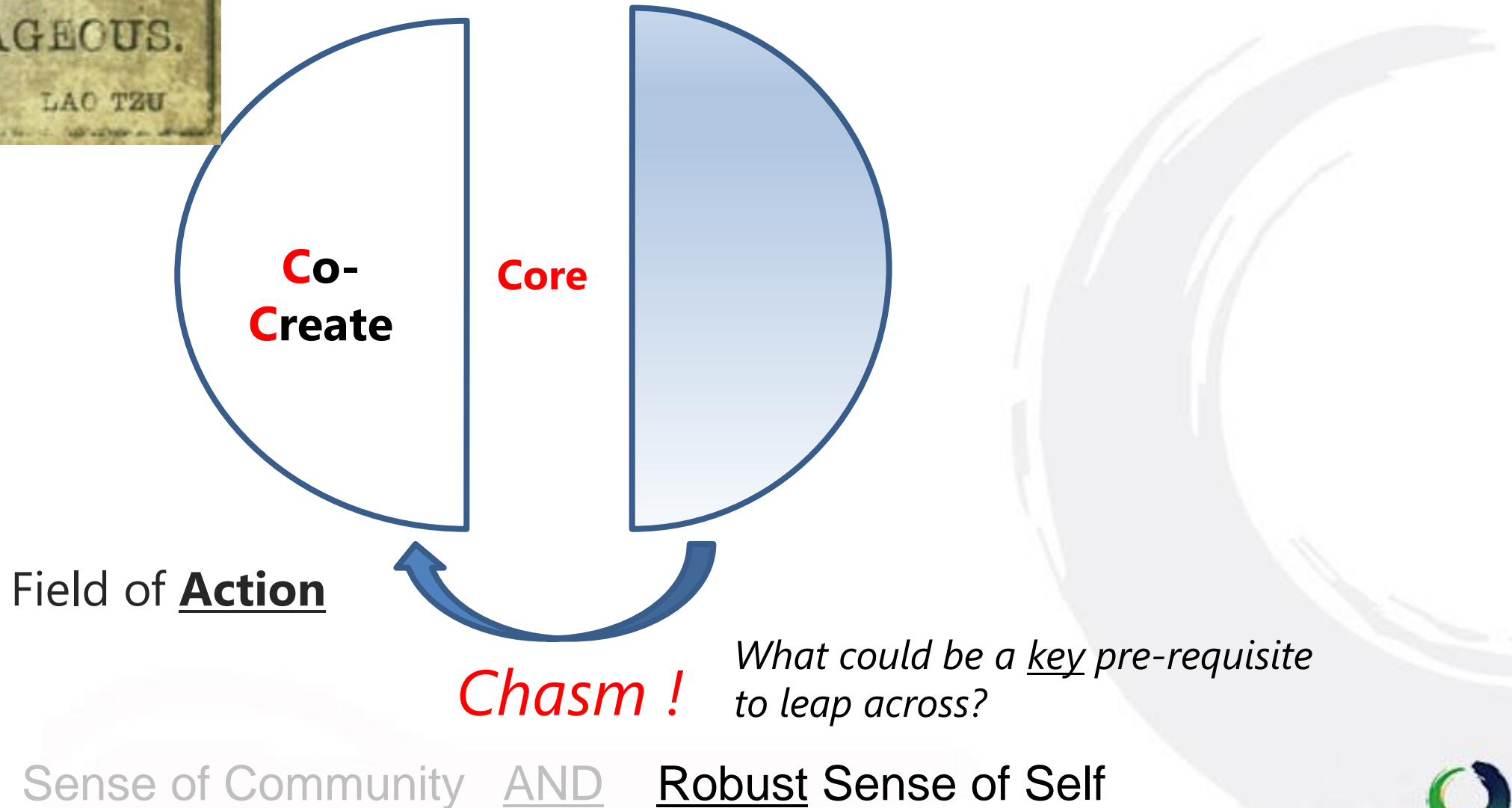
- **Core Competencies**
- **'My Inner' ... 'My Outer'?**
- **Congruence?**

Sense of Community AND **Sense of Self**





The Journey of **Life 'n Leadership**



The Journey of Life 'n Leadership

➤ **Co-Own & Celebrate!**

➤ **Covenant Delivered**

➤ **Compassion**

➤ **Connect 3X**

➤ **Practice 3X**

➤ **Co-Create!**

➤ **Curiosity**

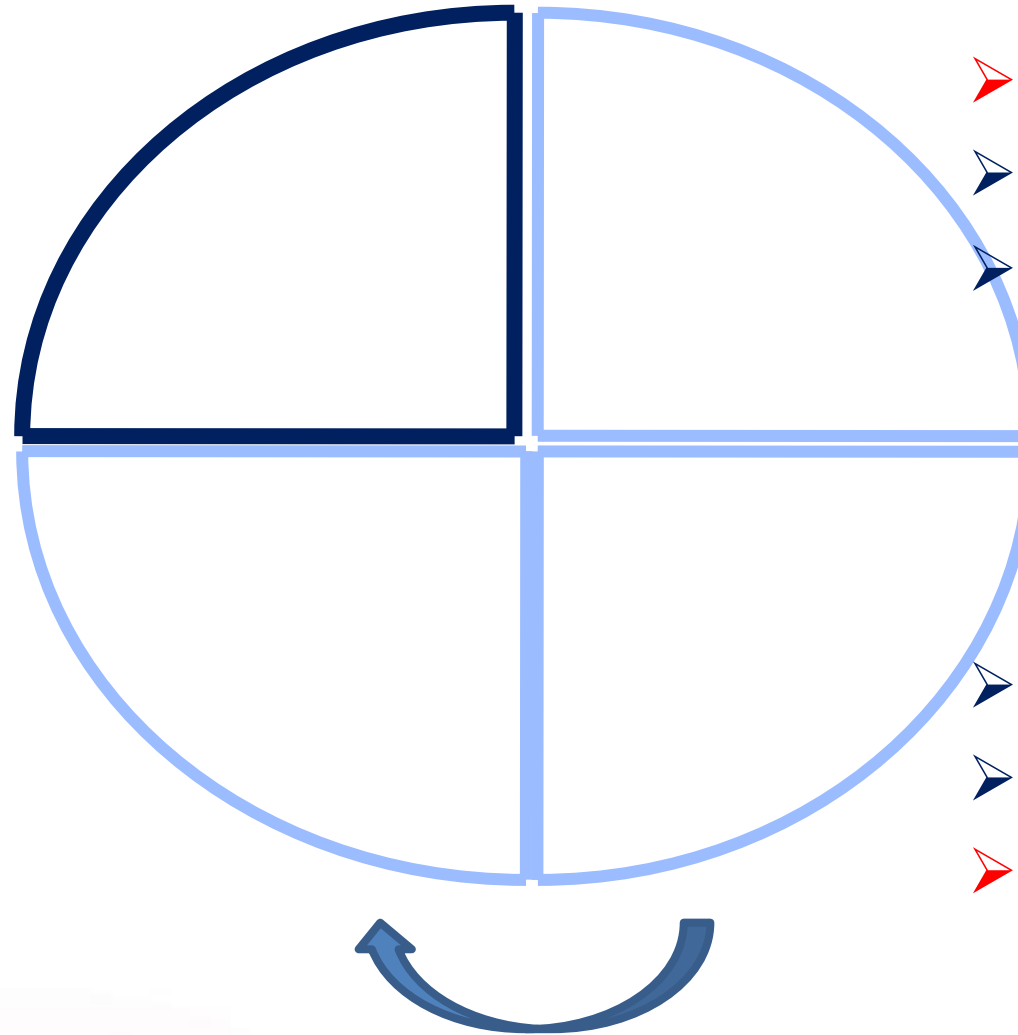
➤ **Compelling Drive**

➤ **Sense of Purpose**

➤ **Core Competencies**

➤ **Congruent Character**

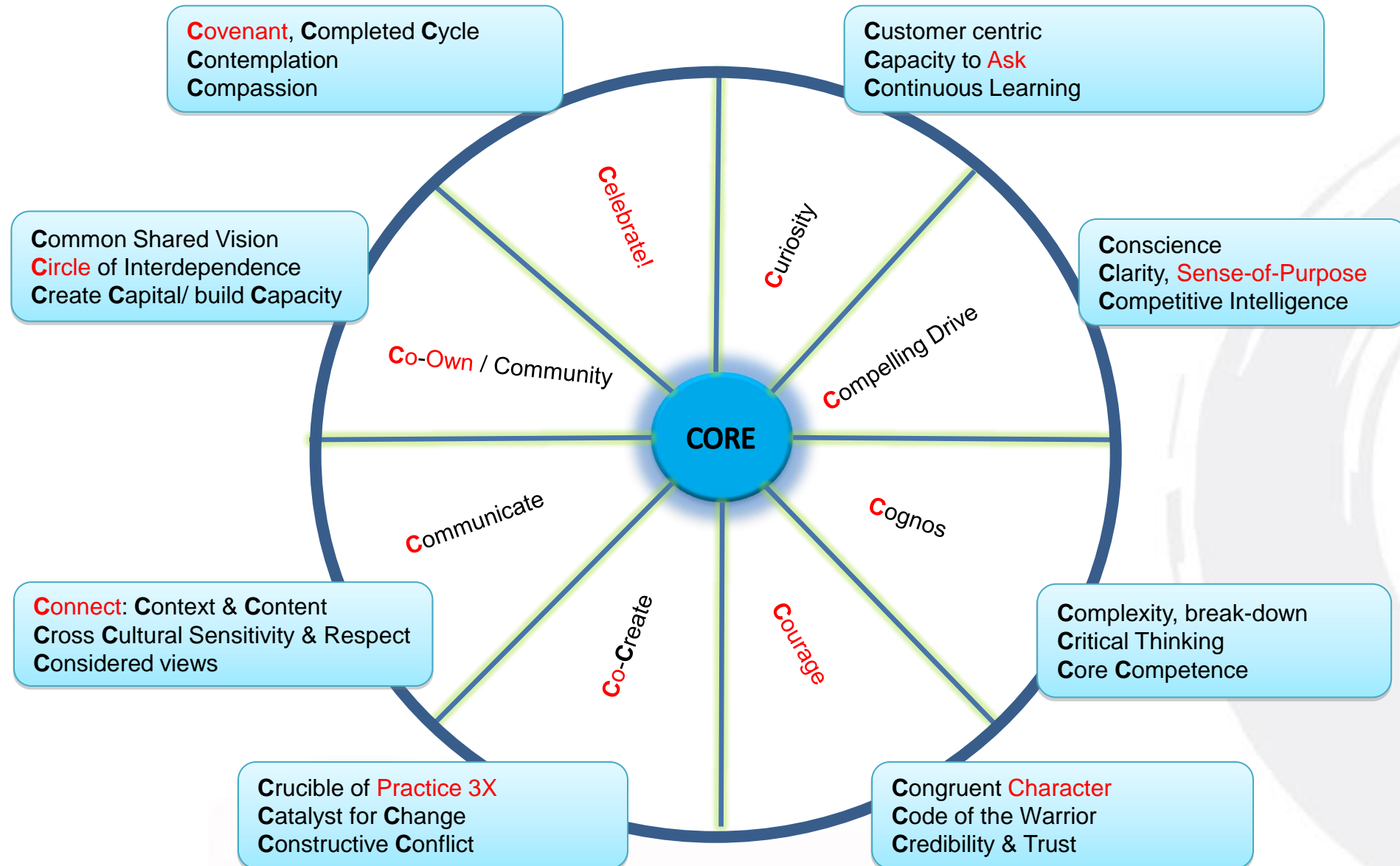
➤ **Courage** – *'Authenticity-in-Action'*



Deep Sense of Community **AND** Robust Sense of Self



The '9 C' Conscious Choice – To be a 360 deg Transformational Leader

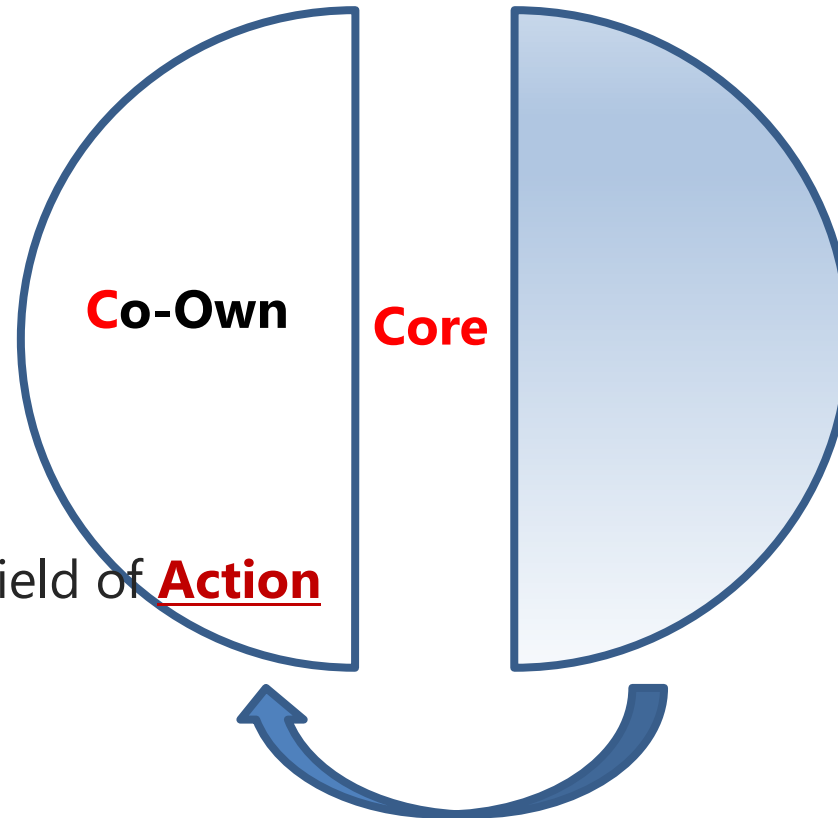


To Sum up:

In the Journey of **Life 'n Leadership**

Transformational Leaders can Choose to Be
Self-Directed AND Stakeholder Focused

Sense of
'OTHER'
or 'Community'



Sense of
'SELF'

- **Curiosity**
- **Crucible** of **Practice 3X**
- **Character** - **Congruence**

Courage to leap across the **Chasm** – '**Code of the Warrior**'

Awareness Authenticity Alchemy



Key Take-Aways

1. '**Conscious Choice**' is an essential **first** step. Lens of **Perspective** we choose creates our world-reality
 - **Curiosity**
 - **Courage**
 - **Co-Ownership**
2. '**Future-Ready**' Transformational Leaders harness the **Play of Paradox** thru **Ambidexterity**
 - **Conscious Choice** AND **Sub-Conscious** aka 'Habit-Energy' → Play the '**Flex**' AND maintain the '**Core**'
 - **Practice 3X** + '*Learning-by-Doing*' - an imperative for the **Spiral-up** to Next Level of Mastery
3. **Significant** AND **Enduring Value-Creation** is predicated by:
 - **Strength of Character** – *Bedrock of Inspirational Leadership e.g. Servant-Leadership / 'Level 5'*
 - **Co-Ownership**: Shared 'Sense of Destiny' fueled by a Winning **E*** Culture
 - * Envision, Engage, Enable & **E**nergize to Execute with Excellence. Exult!
 - **Commitment** to #WinWin Stakeholder Delight – Business AND People '**Growth**' #TBL #DEI

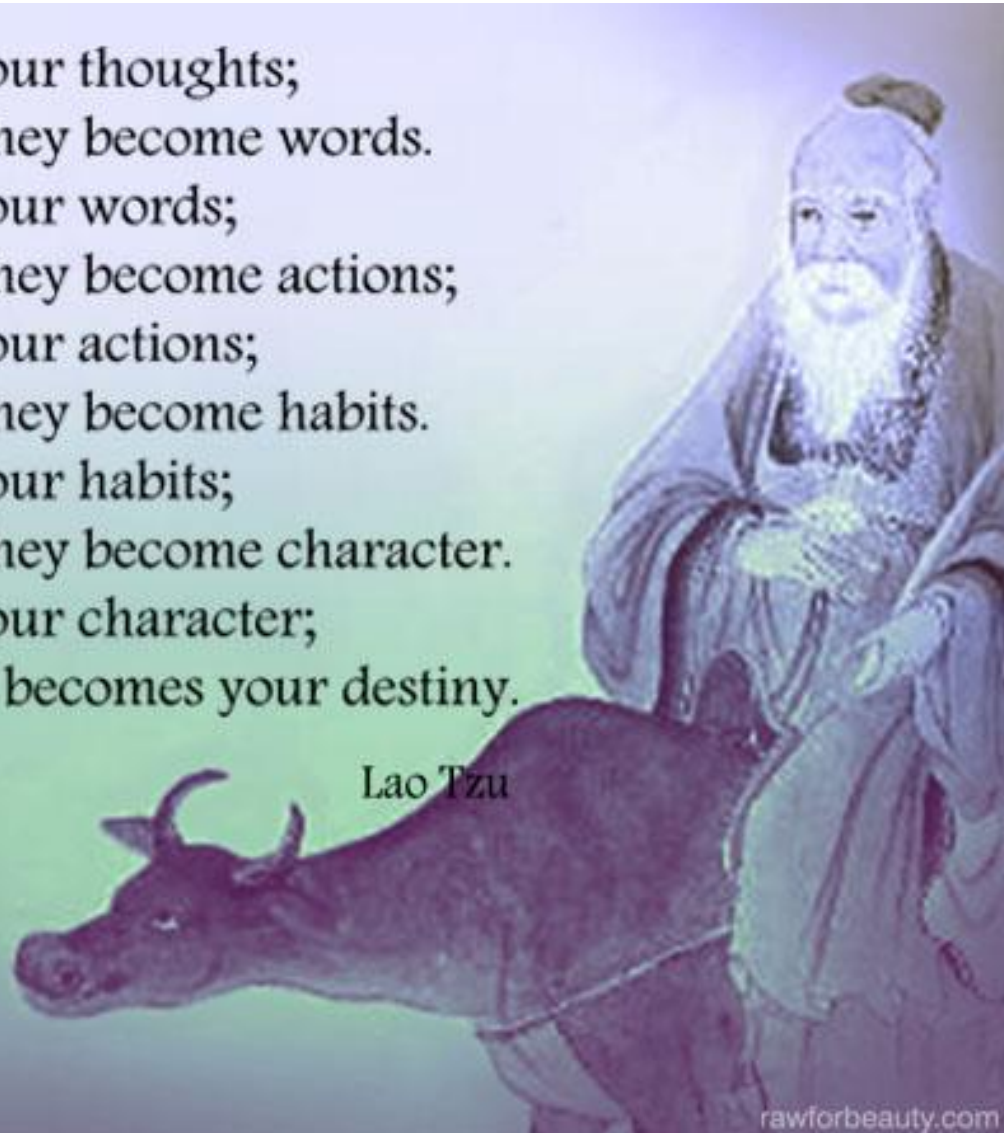


Section 2:

How to Use the '9C' Infographic'

Watch your thoughts;
They become words.
Watch your words;
They become actions;
Watch your actions;
They become habits.
Watch your habits;
They become character.
Watch your character;
It becomes your destiny.

Lao Tzu



*"I am not
What has
Happened to me.*

*I am
What
I Choose
To Become."*

~ Carl Jung



'9C Infographic'

A tool which empowers coachees to Explore
the Power of Choice

For Use by the Coachee – Using a simple 10-point scale she/he calls-out Self-Assess scores:

1. '**Potential**' AND '**Actual**' scores for each of the 24 spokes of the '*chakra*'.
7.5 / 10 represents the *Min Threshold ref. Ask-Rate* for **Next Level of Mastery**
2. On the periphery : **Ditto** for each Practice toward Building **independent** Self-Esteem *

* '*Six Pillars of Self Esteem*' - Nathaniel Branden

'Knowing yourself is the beginning of all wisdom' – Aristotle & all ancient texts across the world



The Conscious Choice – To be a 360 degree Leader - '9 C'

Please assess yourself on a 10 point scale:

	Potential	Actual
1. Curiosity		
▪ Customer Centric	e.g. 10	e.g. 7.5
▪ Capacity to Ask	tbc	tbc
▪ Continuous Learning	tbc	tbc
2. Compelling Drive		
▪ Conscience		
▪ Clarity (Sense of Purpose)		
▪ Competitive Intelligence		
3. Cognos		
▪ Complexity (break-down)		
▪ Critical Thinking		
▪ Core Competence		
4. Courage		
▪ Congruent Character		
▪ Code of the Warrior*		
▪ Credibility & Trust		
5. Co-Create		
▪ Crucible of Practice		
▪ Catalyst for Change		
▪ Constructive Conflict		
6. Communicate		
▪ Connect: Compelling story with Context		
▪ Cross Cultural Sensitivity		
▪ Considered Views		
7. Community		
▪ Common Shared Vision		
▪ Circle of Interdependence		
▪ Create Capital / Build Capacity		
8. Celebrate!		
▪ Covenant		
▪ Contemplation		
▪ Compassion		

Blank template which forms part of the Coachee's Journal:

'Notes-to-Myself'

1. Explanatory Notes : Defining each of the 24 spokes of the '9C Chakra' (wheel) PTO

2. As the coachee progresses from: 'ReDiscover' → 'Reinvent & Rewire'

coachee identifies granular / recurring **M-B-A-B*** behaviors to be put into

Practice 3X

i.e.

'My Winning-Habits' / 'Our Winning Group Rituals'

*Mind – Body – Attitude - Behaviors axis



The Cycle of Conscious Choice

Each person has the choice to be a leader.

Self-directed leaders are open to the ever-expanding horizon of learning & opportunity.

The **Cycle of Conscious Choice** is a tool for mapping the inner and outer journey to be a complete **360° Leader** with a Strong Sense of Self **and** Community.

First two quadrants of the Cycle: Sense of Self

Curiosity ⇒ Compelling Drive ⇒ Cognos ⇒ Courage



1. Curiosity: a sense of wonder and innate curiosity is the fountainhead for all creativity & enterprise to flourish.

- **Customer Centricity:** is an attitude which puts 'Customer Delight' at the center.
- **Capacity to Ask:** is the ability to ask the right question with the right attitude.
- **Continuous Learning:** The art **and** science of leadership knows no boundaries. Being flexible, adaptive and action-oriented leads to Excellence in a rapidly changing world.

2. Compelling Drive: is persistent and sustained effort to accomplish what one sets out to do.

- **Conscience:** an inner voice which acts as a guide to one's attitude and behavior.
- **Clarity, Sense of Purpose:** relates to the life-long quest to 'Know Yourself'. Having a Sense of Purpose helps prioritize and energize.
- **Competitive Intelligence:** is keeping abreast of 'Best Practices'.





3. Cognos: is derived from the Latin word "*Cognosco*" which means "knowledge from personal experience". For a leader, it relates to acquiring relevant knowledge, skills and competencies.

- **Complexity:** is the ability to identify unifying patterns and simplify.
- **Critical Thinking:** objective analysis and evaluation for an informed assessment.
- **Core Competence:** a defining capability that distinguishes you from your competitors.

4. Courage: is based on the French word '*Coeur*' for 'Heart'. It is about having the heart to take on something difficult despite being afraid.

- **Congruent Character:** implies Substance. Congruent character is when through 'Authenticity-in-Action', your Inner values resonate with your Outer persona.
- **Code of the Warrior:** a.k.a. 'Nine Noble Virtues of the Knights' or 'The Samurai Code'.
 1. Courage
 2. Integrity
 3. Honor
 4. Fidelity
 5. Discipline
 6. Benevolence
 7. Self-Reliance
 8. Industriousness
 9. Perseverance

On the sports-field, winning teams exhibit these same virtues and are sometimes referred to as having the 'Heart of a Champion'

- **Credibility & Trust:** the power of inspiration grows over time, as you follow through with the promises you make. The principles of trust and credibility are inter-linked and build on each other.



Second two quadrants of the Cycle: Sense of the 'Other'

Co-Create \Rightarrow Communicate \Rightarrow Community \Rightarrow Celebrate!



5. Co-Create: as you leap over the chasm of trepidation, you enter the 'Field of Action' together with others. As a full participant in the cosmic dance, you can choose to 'Co-Create! Contribute! Celebrate!'

- **Crucible of Practice:** at the core of the journey to be a 360° Leader lies the discipline of 'Practice, Practice, Practice' to build Winning Habits.
- **Catalyst for Change:** in a fast-changing, volatile and uncertain world, a leader embraces change. The willingness to be fully present can **change** anything.
- **Constructive Conflict:** occurs when creative-tension results in superior outcomes, as differences evolve into a collaborative thrust forward.

6. Communicate: At the center of humankind is the deep desire to communicate. To listen, understand and contribute a response that builds on the evolving narrative. In organizations, this relates to co-scripting a compelling story in sync with the context (Shared Vision and Sense of Mission). This has the power to win hearts, with people giving their allegiance to a Shared Cause.

- **Connect:** is the ability to connect with your inner being **and** with outer reality. This lays the basis for a vital culture which 'Engages, Enables & Energizes'.
- **Cross Cultural Sensitivity:** is being aware that cultural differences and similarities between people exist, without assigning them a value – positive or negative. As 'Cultural Intelligence' evolves, it leads from recognition to respect and further on to reconciling poles. Eventually to realizing the value of harnessing diversity as a competitive edge.
- **Considered Views:** an opinion or decision that has been reached after reflection. Another dimension is giving due consideration to differing views across stakeholders





7. Community: is the aspect of togetherness ('*sangha*'). Community can refer to any collective – i.e. family, friends, team, organization, country or planet.

- **Common Shared Vision:** Peter Senge describes shared vision as a force of impressive power in people's hearts. At its simplest, a shared vision is the answer to the question "What do we want to create?" It is often based on a 'Shared Purpose' (*Raison d'être*). A shared vision is a picture that everyone carries in their heads **and** hearts.
- **Circle of Interdependence:** with the advent of Quantum science, Nature's ancient message that everything in the universe is inter-connected and inter-dependent has been reinforced. Amongst people, interdependent relationships may touch on emotional, economical or ecological reliance with a feeling of mutual responsibility.
- **Create Capital / Capacity building:** a process by which individuals and organizations obtain, improve, and retain the skills, knowledge, tools and other resources needed to do their jobs competently or to a greater **capacity**.

8. Celebrate! In the journey of Life, the turn of each cycle offers an opportunity to acknowledge milestones, with a deep sense of gratitude and renewal. At the end of the day, the fact we have the courage to still be standing is reason enough to celebrate.

- **Covenant:** an agreement or promise between two or more people with an element of solemnity and sacredness.
- **Contemplation:** the act of being present in the moment through thoughtful observation, reflection and deep consideration.
- **Compassion:** empathy and sympathy for both the victor **and** the defeated after every battle on the Playfield of Life.



Guidance: Please assess yourself on a 1-10 point scale

1-10 Score

1. The Practice of LIVING CONSCIOUSLY

Respect for facts. Being present to what we are doing while we are doing it. Seeking & being eagerly open to any information, knowledge or feedback. Seeking to understand not only the world external to self, but also our inner world, so that we do not trip up (blind-spots)

2. The Practice of SELF-ACCEPTANCE

Virtue of realism applied to the self. The willingness to own, experience, take responsibility for our thoughts, feelings, and actions. Without evasion, denial or disowning – and without self-repudiation. Giving self the permission to experience judgement-free awareness.

3. The Practice of SELF-RESPONSIBILITY

Realizing that we are the author of our choices & actions. That each one of us is responsible for life & well-being and for the attainment of our goals. That if we need the cooperation of other people to achieve our goals, we must offer value in exchange. The question is not "Who's to blame?" but always "What needs to be done?"

4. The Practice of SELF-ASSERTIVENESS

Being authentic in our dealings with others; treating our values & persons with respect in social contexts, refusing to fake the reality of who we are or what we esteem to avoid disapproval. The willingness to stand up for ourselves & our ideas in appropriate ways / contexts

5. The Practice of LIVING PURPOSEFULLY

Identifying our goals or purpose with actions needed to attain them. Formulating an action-plan, organizing behavior to attain goals, monitoring action to stay on track; paying attention to outcome so as to recognize if/when we need to get back to the drawing board.

6. The Practice of PERSONAL INTEGRITY

Living with Congruence between what we know, what we profess and what we do. Telling the truth, honoring our commitments, exemplifying in action the values we profess to admire.

Source: 'The Art of Living Consciously'

Of all the judgements we pass in our lives, none is as important as the one we pass on ourselves. ~ Nathaniel Branden



THE CONSCIOUS CHOICE – TO BE A LEADER

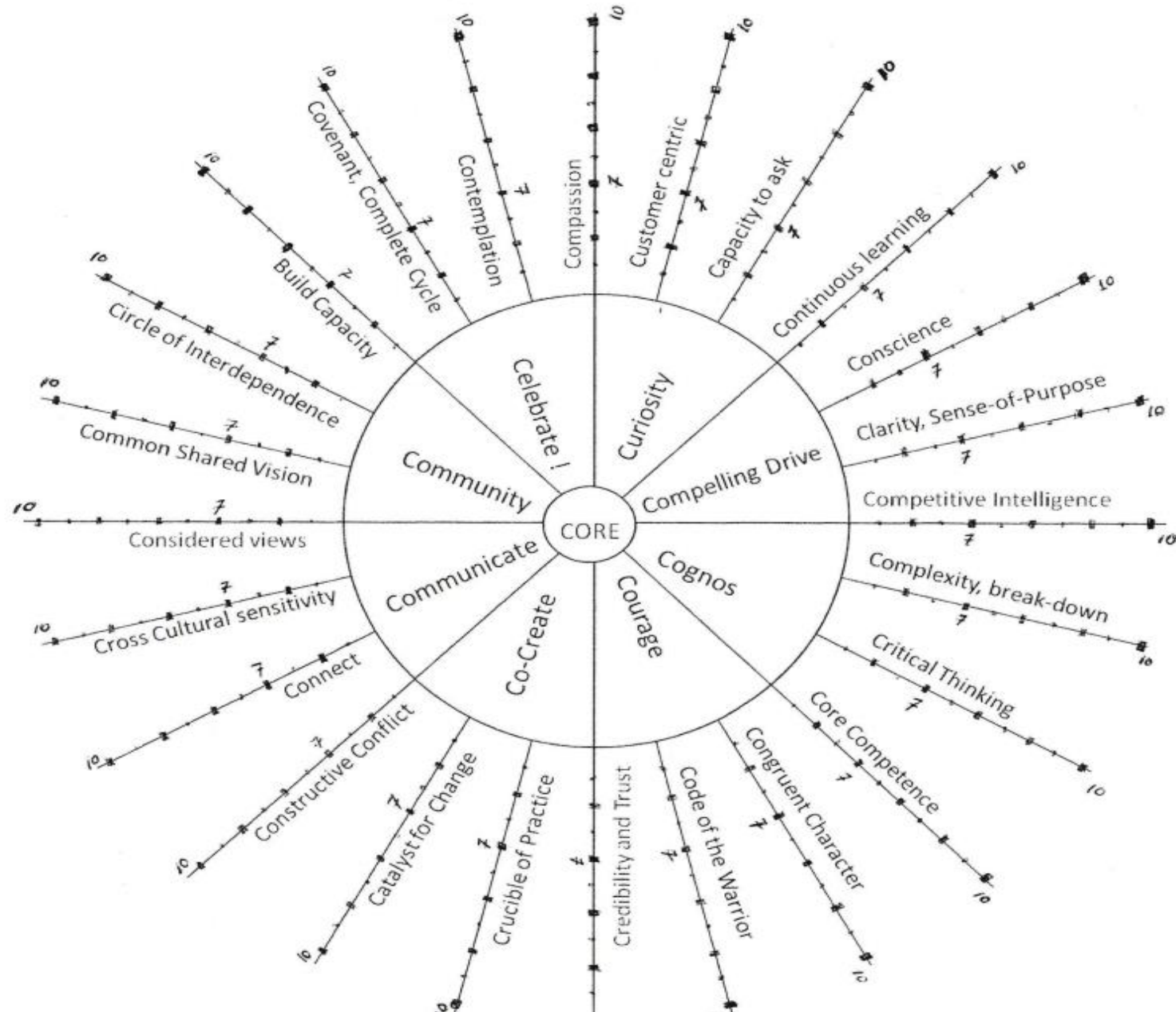
Note:
Illustrative
examples of
'filled-in' 9C
infographic'

Following slides

6. PRACTICE OF PERSONAL INTEGRITY	
POTENTIAL	ACTUAL

5. PRACTICE OF LIVING PURPOSEFULLY	
POTENTIAL	ACTUAL

4. PRACTICE OF SELF-ASSERTIVENESS	
POTENTIAL	ACTUAL



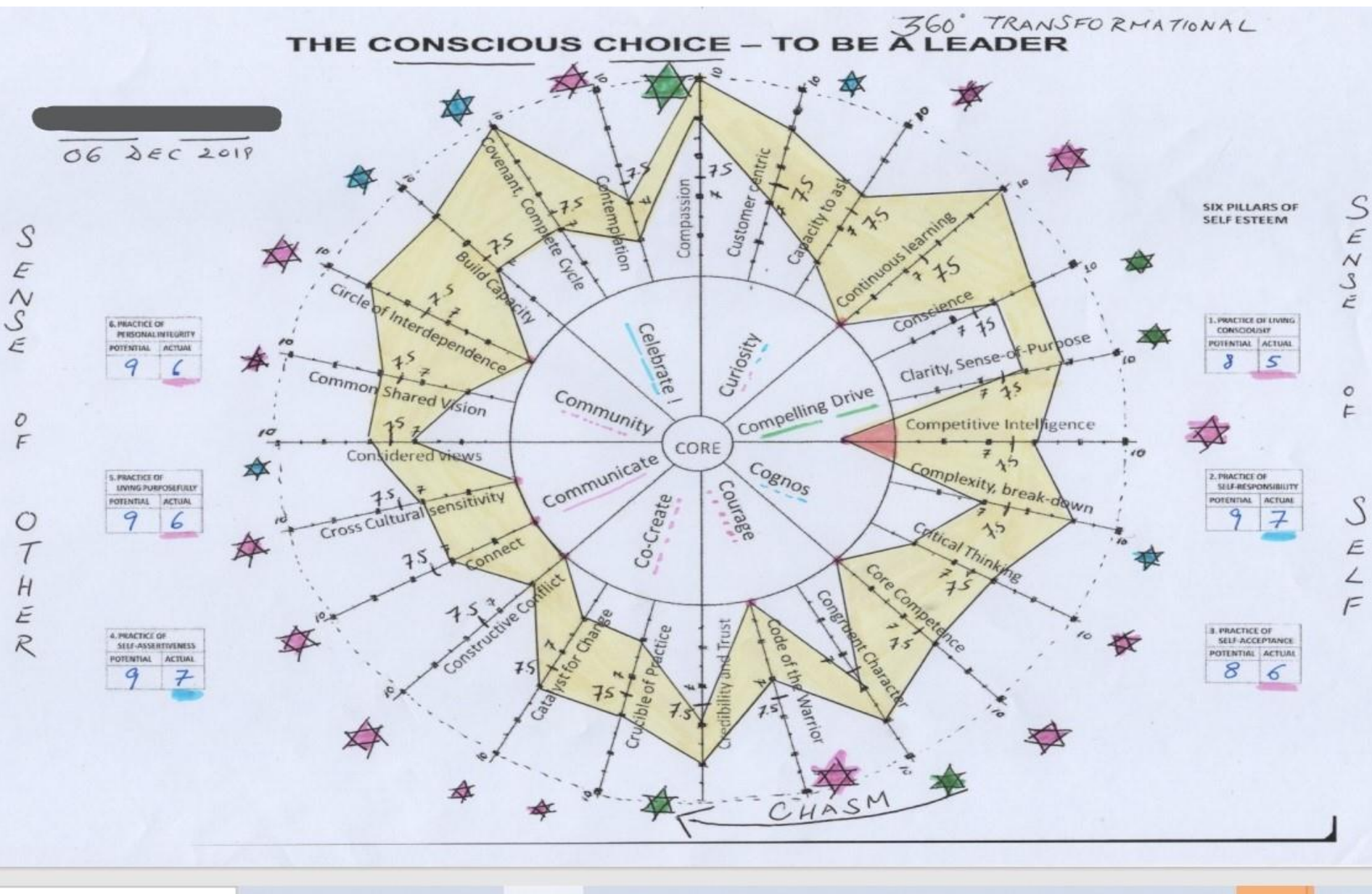
SIX PILLARS OF SELF ESTEEM

1. PRACTICE OF LIVING CONSCIOUSLY	
POTENTIAL	ACTUAL

2. PRACTICE OF SELF-RESPONSIBILITY	
POTENTIAL	ACTUAL

3. PRACTICE OF SELF-ACCEPTANCE	
POTENTIAL	ACTUAL





- Key Strength
- Emerging Strength
- Dev Area
- Potential Derailer

Yellow highlighted zone represents the '**Flex Zone**

Enhanced

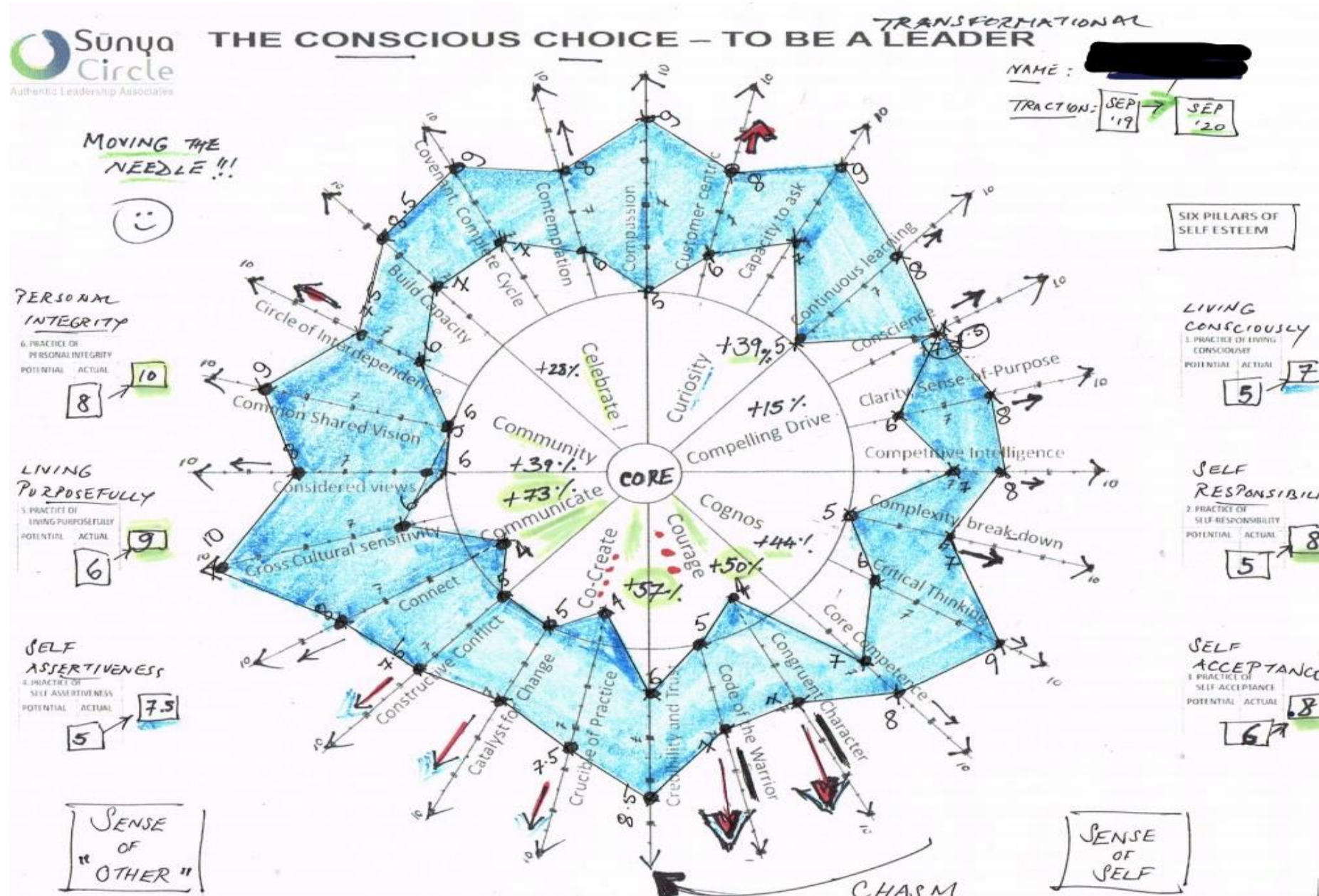
- EQ, CQ, Self-Esteem
- 'Flow'
- + '**SbD**' Principles

help close gap
'**Potential**' → '**Actual**'

Focus:
'**Top 3**' **LGA**s (leadership growth areas) signed off with L+1/L+2 / HR



Illustrative Example: "9C Infographic" : Tracking Progress – Delta **GROWTH** Achieved – Self Assess **validated** by informal 360 c. key Stakeholders



Thank you!



Celebrating
Excellence

Leveraging the Power of Paradox

I



Like a mobius, Transformational leaders are ambidextrous. They maintain the core AND practice disruptive innovation. Engage and connect at all levels. Global AND Local. Resilience is their hallmark.

Awareness. Authenticity. Alchemy.

Opening Para : E.Brochure : <https://www.sunyacircle.ca/resources/Brochure-Sunya-Circle-Leadership-Executive-Coaching.pdf>

We are what we repeatedly do. Excellence, then, is not an act, but a habit. ~ Aristotle

