



Who are you bringing up (or down) with you?
how to be perfect

People First.

Passion.

Productivity.

**Continuous Learning
& Improvement.**

Give Back.



Kindness.

Grace.

Service.



We are Workplace Innovators

Horizon Point Consulting, Inc.

What are your values?



List of VALUES

Accountability	Ethics	Kindness	Self-respect
Achievement	Excellence	Knowledge	Serenity
Adaptability	Fairness	Leadership	Service
Adventure	Faith	Learning	Simplicity
Altruism	Family	Legacy	Spirituality
Ambition	Financial stability	Leisure	Sportsmanship
Authenticity	Forgiveness	Love	Stewardship
Balance	Freedom	Loyalty	Success
Beauty	Friendship	Making a difference	Teamwork
Being the best	Fun	Nature	Thrift
Belonging	Future generations	Openness	Time
Career	Generosity	Optimism	Tradition
Caring	Giving back	Order	Travel
Collaboration	Grace	Parenting	Trust
Commitment	Gratitude	Patience	Truth
Community	Growth	Patriotism	Understanding
Compassion	Harmony	Peace	Uniqueness
Competence	Health	Perseverance	Usefulness
Confidence	Home	Personal fulfillment	Vision
Connection	Honesty	Power	Vulnerability
Contentment	Hope	Pride	Wealth
Contribution	Humility	Recognition	Well-being
Cooperation	Humor	Reliability	Wholeheartedness
Courage	Inclusion	Resourcefulness	Wisdom

How do people SHOW their values
through their behaviors?

Are the values you SAY you have
the same as the values you SHOW?

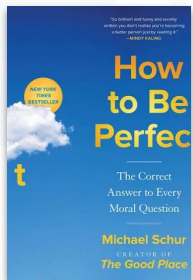
What does it mean to be **good**?



Our behaviors create deep grooves in our personalities, like a heavy chair forming impressions in a shaggy rug, and it becomes harder and harder to escape them.

The best thing about Aristotle's “constant learning, constant trying, constant searching” is what results from it: a mature **yet still pliable** person, brimming with experiences both old and new, who doesn't rely solely on familiar routines or dated information about how the world works.

– Michael Schur



traits

Leader Emergence ~~vs~~ Leader Effectiveness

behaviors



Executive Director



CEO



Founder





How ya doin'?

with work-life integration?

with wholepersonness?





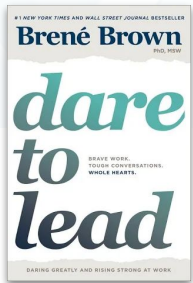
Armored Leadership

- 01. DRIVING PERFECTIONISM AND FOSTERING FEAR OF FAILURE
- 02. WORKING FROM SCARCITY AND SQUANDERING OPPORTUNITIES FOR JOY AND RECOGNITION
- 03. NUMBING
- 04. PROPAGATING THE FALSE DICHOTOMY OF VICTIM OR VIKING, CRUSH OR BE CRUSHED
- 05. BEING A KNOWER AND BEING RIGHT
- 06. HIDING BEHIND CYNICISM
- 07. USING CRITICISM AS SELF-PROTECTION
- 08. USING POWER OVER
- 09. HUSTLING FOR OUR WORTH
- 10. LEADING FOR COMPLIANCE AND CONTROL
- 11. WEAPONIZING FEAR AND UNCERTAINTY
- 12. REWARDING EXHAUSTION AS A STATUS SYMBOL AND ATTACHING PRODUCTIVITY TO SELF-WORTH
- 13. TOLERATING DISCRIMINATION, ECHO CHAMBERS, AND A "FITTING IN" CULTURE
- 14. COLLECTING GOLD STARS
- 15. ZIGZAGGING AND AVOIDING
- 16. LEADING FROM HURT



Daring Leadership

- 01. MODELING AND ENCOURAGING HEALTHY STRIVING, EMPATHY, AND SELF-COMPASSION
- 02. PRACTICING GRATITUDE AND CELEBRATING MILESTONES AND VICTORIES
- 03. SETTING BOUNDARIES AND FINDING REAL COMFORT
- 04. PRACTICING INTEGRATION—STRONG BACK, SOFT FRONT, WILD HEART
- 05. BEING A LEARNER AND GETTING IT RIGHT
- 06. MODELING CLARITY, KINDNESS, AND HOPE
- 07. MAKING CONTRIBUTIONS AND TAKING RISKS
- 08. USING POWER WITH, POWER TO, AND POWER WITHIN
- 09. KNOWING OUR VALUE
- 10. CULTIVATING COMMITMENT AND SHARED PURPOSE
- 11. ACKNOWLEDGING, NAMING, AND NORMALIZING COLLECTIVE FEAR AND UNCERTAINTY
- 12. MODELING AND SUPPORTING REST, PLAY, AND RECOVERY
- 13. CULTIVATING A CULTURE OF BELONGING, INCLUSIVITY, AND DIVERSE PERSPECTIVES
- 14. GIVING GOLD STARS
- 15. STRAIGHT TALKING AND TAKING ACTION
- 16. LEADING FROM HEART



BRENÉ BROWN

ARMORED

LEADERSHIP

BEING A KNOWER & BEING RIGHT

VS.

Daring

LEADERSHIP

BEING A LEARNER & GETTING IT RIGHT



SELF PROTECTS IN WAYS THAT MOVE US AWAY FROM OUR values WHEN THINGS get TOUGH LEANS INTO vulnerability AND GETS CURIOUS

VERY Common MOST OF US HAVE SOME KNOWER IN US

ALWAYS BEING RIGHT IS HEAVY ARMOR

DEFENSIVENESS

POSTURING

LEADS TO 1 DISTRUST 2 BAD DECISIONS 3 UNPRODUCTIVE CONFLICT

THE NEED to be A KNOWER CAN BE DRIVEN by SHAME or EVEN TRAUMA

SO IT'S NOT ALWAYS EASY to CHANGE



3 STRATEGIES to Transform

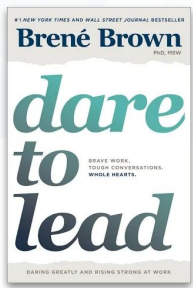
ALWAYS Knowing into ALWAYS Learning

1 NAME the ISSUE LEARN to ASK THE RIGHT QUESTIONS

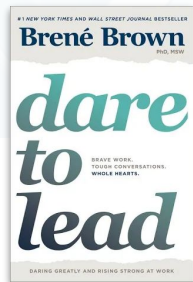
2 Learn CURIOSITY SKILLS

3 ACKNOWLEDGE and REWARD GREAT QUESTIONS as DARING LEADERSHIP BEHAVIORS

DRAWN by URBAN WILD STUDIO



Armored Leadership Behaviors		Daring Leadership Behaviors
Driving Perfection and Fostering Fear of Failure	↔	Modeling and Encouraging Healthy Striving, Empathy, and Self-Compassion
Being a Knower and Being Right	↔	Being a Learner and Getting it Right
Hiding Behind Cynicism	↔	Modeling Clarity, Kindness, and Hope
Using Criticism as Self-Protection	↔	Making Contributions and Taking Risks
Using Power Over	↔	Using Power With, Power To, and Power Within
Hustling for Our Worth	↔	Knowing Our Value
Leading for Compliance and Control	↔	Cultivating Commitment and Shared Purpose
Rewarding Exhaustion as a Status Symbol and Attaching Productivity to Self-Worth	↔	Modeling and Supporting Rest, Play, and Recovery
Tolerating Discrimination, Echo Chambers, and a “Fitting In” Culture	↔	Cultivating a Culture of Belonging, Inclusivity, and Diverse Perspectives
Collecting Gold Stars	↔	Giving Gold Stars
Zigzagging and Avoiding	↔	Straight Talking and Taking Action
Leading from Hurt	↔	Leading from Heart



What about “toxic positivity”?

Psychology Today

Toxic positivity is the act of avoiding, suppressing, or rejecting negative emotions or experiences.

This may take the form of denying your own emotions or someone else denying your emotions, insisting on positive thinking instead.

Psychology Today

Statement: “Work has been really stressful lately.

Response: “You’re lucky to even have a job.”

Statement: “I’m having a hard day.”

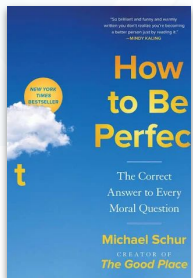
Response: “But you have so much to be grateful for.”

The bottom line...

If we really work at finding the means of our virtues – learning their ins and outs, their vicissitudes and pitfalls, their pros and cons – we become flexible, inquisitive, adaptable, and **better** people.

– Michael Schur

**i.e. know your values and practice them
(and recognize when they change)**

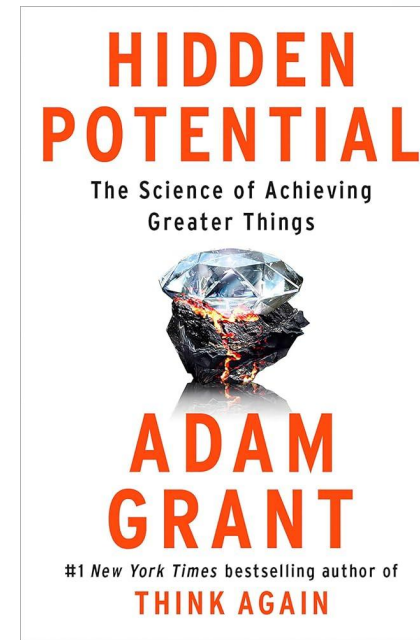
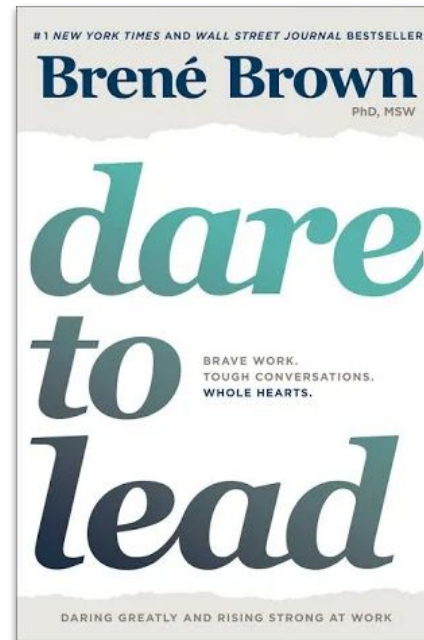
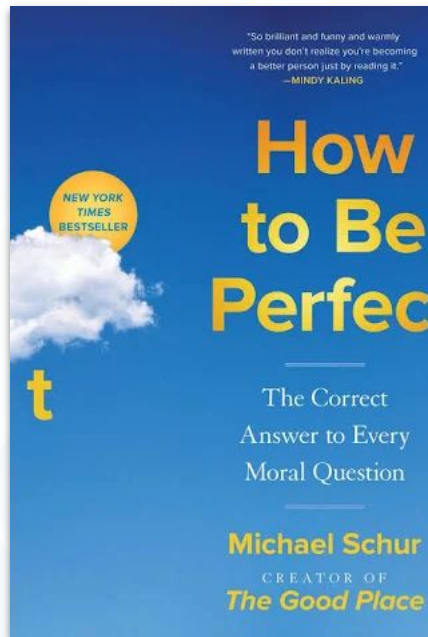


How ya doin'?

with armored vs. daring leadership?

*with **showing** your values?*

Recommended Reading



thank you

Taylor Simmons
tbs@horizonpointconsulting.com
256-318-3811



WHO YOU ARE

Leader Emergence  Leader Effectiveness

WHAT YOU DO