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LEADER WEEK

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LEADER WEEK

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LEADER WEEK

2020 Conference Schedule

all times in Eastern Daylight Time

Monday, October 19th, 2020

10:30am	Coffee Segment: Giveaway winners announced
11:00am	Fear is a Liar: And How to Overcome It <i>with Adam Contos</i>
12:00pm	The Neuroscience of Leading Change <i>with David Morelli</i>
12:45pm	Break
1:00pm	Career Growth & Acceleration in a Disrupted, Virtual World <i>with Arika Pierce, JD</i>
2:00pm	Kickoff Party & LIVE Coaching <i>with David Morelli</i>

Tuesday, October 20th, 2020

10:30am	Coffee Segment: Giveaway winners announced
11:00am	High-Involvement Leadership: Key Approaches to Peak Performing Teams <i>with Craig Wallace</i>
12:00pm	Leading By Creating High Engagement Cultures <i>with David Morelli</i>
12:45pm	Break
1:00pm	Rethinking Autonomy & Mastery for Leading in Remote Work <i>with Emily Gendron</i>
2:00pm	LIVE Coaching <i>with David Morelli</i>
3:15pm	LIVE BONUS Q&A for Leader Week Unlimited members only



LEADER WEEK

2020 Conference Schedule

all times in Eastern Daylight Time

Wednesday, October 21st, 2020

10:30am	Coffee Segment: Giveaway winners announced
11:00am	Unleash Authentic: Clearing the Limitations of the Real You at Work <i>with Tatiana Quaife</i>
12:00pm	Leader as Coach: Maximizing Performance & Growing Superstars <i>with David Morelli</i>
12:45pm	Break
1:00pm	The 5 Stages of Leadership + LIVE LeaderHub Q&A <i>with David Morelli</i>
2:00pm	LIVE Coaching <i>with David Morelli</i>

Thursday, October 22nd, 2020

10:30am	Coffee Segment: Giveaway winners announced
11:00am	Mastering Decision-Making in Uncertain Times <i>with Maria Konnikova</i>
12:00pm	Strategic Thinking for Leading in a Disrupted World <i>with David Morelli</i>
12:45pm	Break
1:00pm	How to Become a Thought Leader <i>with Ahmad Imam</i>
2:00pm	LIVE Coaching <i>with David Morelli</i>



LEADER WEEK

2020 Conference Schedule

all times in Eastern Daylight Time

Friday, October 23rd, 2020

10:30am	Coffee Segment: Giveaway winners announced
11:00am	Adaptability: The New Leadership Superpower <i>with Ivette Mayo</i>
12:00pm	The Anatomy of Difficult Conversations <i>with David Morelli</i>
12:45pm	Break
1:00pm	The Neuroscience of Persuasion and Selling Ideas <i>with Jeff Bloomfield</i>
2:00pm	Closing Ceremonies & LIVE Coaching <i>with David Morelli</i>

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LEADER WEEK

DAY 1





Fear is a Liar: and How to Overcome it with Adam Contos

Fear causes:

1. Overwhelm
2. _____
3. Not taking _____

How has fear shown up during the pandemic?

- Lack of clarity in how people function
- Perception of incompetence (ex: "I'm no longer helpful")
- Fear multipliers
 - Fear multiplies itself
 - We gather evidence as to why our fears are _____
 - When we find that evidence, we feel even worse

What is Fear?

Most of the time, fear is not a physical issue. It's a _____ .
We never get to the survival moment.

Fear:

Fear is us second-guessing ourselves and filling the unknowns with the worst-case scenario.

What to do instead:

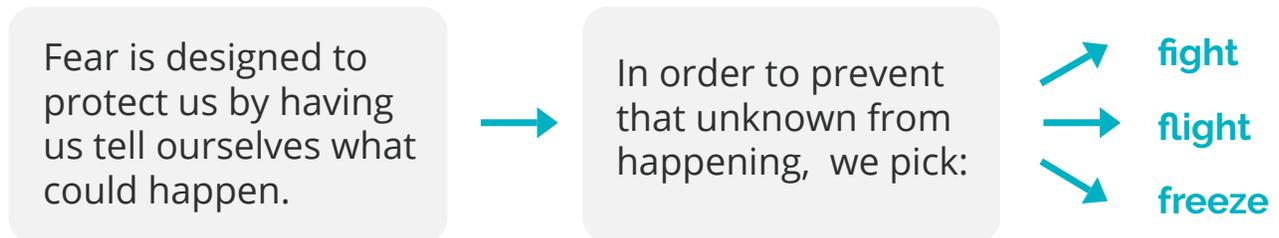
Create a leadership position of confidence and direction by providing clarity to our people.

As a leader, the question is, "What _____ do you choose?"



The 2 Key Emotions

We function off of two emotions: _____ and _____ .



Negative emotions are all derivatives of a core _____. Watch for this in people.

Example: Why does a sales process stall? because the person is overwhelmed. Overwhelm is fear.

A good way to recognize fear as a leader is when you hear _____ .

You will hear THIS WORD: " _____ ."

Fear is the _____ emotion.

Key Tool:

Don't meet fear with _____. Meet it with _____ .

Example: When someone tries to shut you down with fight, flight, or freeze, say, "I love your passion for this." You're neutralizing the fear with kindness.



What is Love?

Love is unconditional _____ , _____ , and _____ .

What does this mean in a business relationship?

- People come to the table and figure out things together
- Kindness
- Mutual respect - caring about each other's feelings and business outcomes
- Confidence - we'll figure it out together

The Killer of Leadership

The killer of leadership is loss of _____ .

What to do instead:

Step 1: Control your emotions.

Breathe, smile, connect to your heart, and say, "We'll get this figured out."

Step 2: Control your mind.

Don't tell yourself the worst-case scenario. Instead, listen.

**"Fear is only as deep as the mind allows."
-Japanese proverb**

Fear and Values

When we lose control of our minds, we sacrifice our _____ .

**"Times of crisis, of disruption or constructive change, are not only predictable, but desirable. They mean growth. Taking a new step, uttering a new word, is what people fear most."
-Fyodor Dostoevsky**

Look at fear as opportunity.



People fear being judged and feeling like a failure, but how can you turn a “no” into an opportunity?

When you get a “no”:

1. _____ their answer.
2. Have a follow-up question. Why did they say no?
Example: “I love your passion for what you’re doing. Can you explain to me where this could not fit into that?”

People who _____ need a _____ .

That leader has to carry them from a fear position to a love position, or from a fear position to a leadership position.

Leadership is _____ .

4 Keys to Leading Your People Through Fear

1. Presence

Provide _____ and _____ as a present leader.

2. Voice

Speak with clarity and kindness. People don’t listen to a _____ voice or a _____ voice.

The words you use should reflect your _____ .



A good way to figure out someone's values is to pay attention to the words they're using.

Example: Ask, "When it comes to X, what is your greatest challenge?" The words they use to answer will reveal their values. Use those words back to them.

3. _____

People want to see _____ and _____ in a leader.

4. Accountability

People don't want to be held accountable, but they want _____ .

We think accountability is judgment and condemnation.

Accountability is _____ and _____ .

One of the biggest disruptors in leadership is a lack of _____ .

**The 2 things we can't give ourselves are
_____ and _____ .**

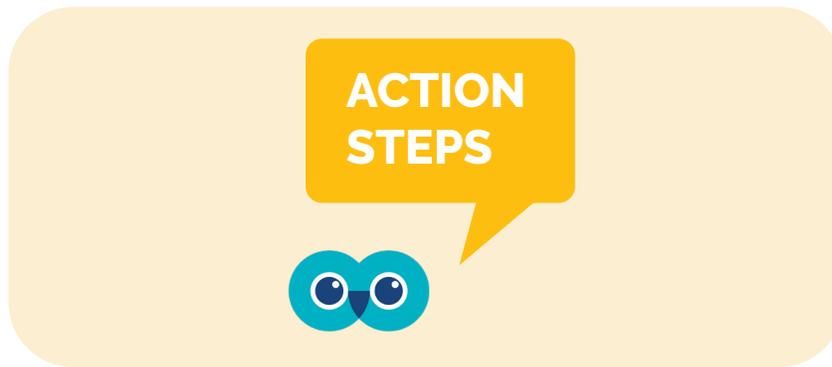
from How to Win Friends and Influence People by Dale Carnegie

Accountability is thanking them and helping them _____ .

Accountability is _____ , not judging.

When people talk about their performance, if they're not performing at the level you want, they want _____ and _____ .





1 _____ the fear and the _____ of that fear.

Communicate with your people and ask how they're doing.

2 Listen to their words.

3 Formulate your _____ to address the situation.

The way a leader addresses fear is through their words and actions.

Leadership voice = _____ , _____ , and _____ .

- Figure out what to say by listening
- Turn it into a love deliverable
- Be a present leader on video and in person

www.AdamContos.com





The Neuroscience of Leading Change

with David Morelli

✗ “The brain is like a computer.”

✓ The brain is actually more like a _____ .

Neural pathways: threads that run through the body that allow you to process information and do things

Brain tissue the size of a grain of sand contains _____ neurons and _____ synapses.

Einstein’s Brain

His brain wasn’t bigger or heavier than others. It didn’t have different parts. It had more _____ than most people.

Those connections create thought patterns. How can you change your brain and the brains of those around you to not succumb to old patterns of thinking?

The Brain’s “Hardware” and “Software”

In a computer, you use the hardware to write software. In the brain, the _____ creates the _____ .

When forming a new habit, your intention fires in a new pattern in the brain and builds new neural pathways. Because of your thought, your brain builds new physical neural pathways.

If you don’t stick with something long enough, it’s because you don’t have the neural pathways to support the new habit.





The Neuroscience of Leading Change

with David Morelli

Leading Change

You have people's brains firing in certain patterns. Your team members have brains that were formed way before your interactions with them. You're fighting the circuitry that people have.

When you lead change, you're asking someone to change their brain for you.

When you ask someone to do the most basic change and they haven't done it, it's not because they don't care. It's because they have competing _____.

If you don't present change in a way that honors where their brain is at in that moment, it will disrupt what you're hoping to do.

VUCA stands for _____, _____, _____, and _____.

Those factors lower your IQ by _____ to _____ points. During change, the disruption means that people aren't thinking clearly.

Brain Activity Response





The Neuroscience of Leading Change

with David Morelli



Think about a change you want to lead. Write down a strategy for status. How are you going to help people understand that they're important amidst the change?

Write down a strategy for creating certainty for the people you lead. How will you help them understand what to expect?





The Neuroscience of Leading Change

with David Morelli

How can you give people autonomy amidst the change? How will you help them have control over the circumstances they're facing?

How can you help people connect to those around them as they're adjusting to change?

How can you make sure everyone is going to be treated fairly amidst this change?





The Neuroscience of Leading Change

with David Morelli

Key Points

1. The brain has to adapt every time you ask someone to change.
2. New neural connections take time. Make sure you're following up and asking people about the change.
3. Design change for the brain's towards trigger and away trigger.

www.owllhub.com





Career Growth and Acceleration in a Disrupted, Virtual World

with Arika Pierce, JD

Misconception:

When you're promoted, you have the _____ to be successful.

What's changing?

- You have to take _____ of your career growth
- You have to be _____ and _____ about the directions you want to take your career
- You have to create your own _____ the same way a company creates one
- Take ownership and match it with a _____ and _____

Challenges We Face in Career Ascent

1. Impostor syndrome: "Am I really the right person for this role?"

True leaders are _____ learners.

It doesn't matter who you are, you will face impostor syndrome.



How to overcome impostor syndrome:

Gain the inner _____ in yourself.

Put enough tools in your toolbox to feel confident you're the right person.

Practice, be prepared for questions, overprepare, and overcommunicate.

The more _____ you have, the more likely you are to be seen as a leader.

Research shows leadership _____ be learned.

But if you don't have the _____, it's really hard to find yourself on the map.

2. People

One of the hardest things about being a leader is managing people.

Be prepared for awkward conversations and changing social dynamics.

You can't start building the leader brand when you get the role. It's part of getting that role.

Your preparation happens linearly, but your career growth happens in _____. If you haven't prepared linearly, you either won't get the _____, or you won't be prepared when it happens.

Core Strategies for Promotion

1. Have a _____ strategy.

You have to be _____ and _____.
Think through how you can accomplish this.

#1 Rule: Turn on the video camera.



Pay attention, ask questions, and look people in the eye.
Get comfortable with presenting in a virtual environment.

Visibility Tips for Introverts

- ✓ Find ways you can capture the work you're doing and share it with your boss.

Example: Share your screen and talk through an update of what you're working on.

- ✓ Find ways to make yourself more comfortable.

Example: Only look at yourself/your slides instead of having gallery view on.

- ✓ Overcommunicate. Share what's going on with your team and boss. Share _____ and log your _____.
- ✓ Don't wait for your manager to ask you for the status - send a weekly update of what you accomplished this week and what you're focused on for next week.
- ✓ Help your boss fill in the gaps. It's not a bother for them to hear about what you're up to!

What's your visibility strategy?



2. Weekly one-on-one time with your boss.

Don't use this precious time as a status meeting - treat it as a _____ session.

Ask questions about what's happening at a higher level in the company. Ask what they're doing. Find out what's going on. Can you sit in on a meeting?

Schedule skip meetings: meet with your _____ .

Get broader visibility. Understand the broader initiatives beyond the tack you're working on.

Because you've taken the time to develop this relationship, you'll be visible and show you're interested in this trajectory when a promotion comes up.

3. Digital networking

This is important _____ your company and _____ your company within your industry.

Examples:

Get virtual coffee with people in other departments. Ask what they're working on. Get to know them on a personal level.

If 1 on 1 is uncomfortable, set up a group call.

LinkedIn is a great way to connect with people.

Connect with other attendees at virtual conferences.

Get comfortable with being _____ , because we are now in a new environment.



If you want to be ordinary, it's very competitive. But if you want to be extraordinary, there's very little competition.

concept from The 5 AM Club by Robin Sharma

4. Be intentional with your personal brand.

Your personal brand is the new _____ .

What do you want to be known for? Be intentional about the characteristics and traits that will resonate when people hear your name.

Most of the decisions about your career will be made when you're _____ .

That's why it's critical to have a personal brand that speaks to the positive aspects of your professional skillset.

What steps are you taking to build out that brand?





Map out a one-page plan to grow and accelerate your career.

What steps will you take to be seen and heard?

How will you make the most of one-on one time with your boss?

How will you approach digital networking?

What do you want to be known for? What actions and tactics are you going to use to build out your personal brand?

www.ArikaPierce.com





Kickoff Party & LIVE Coaching with David Morelli

What's your leadership vision?

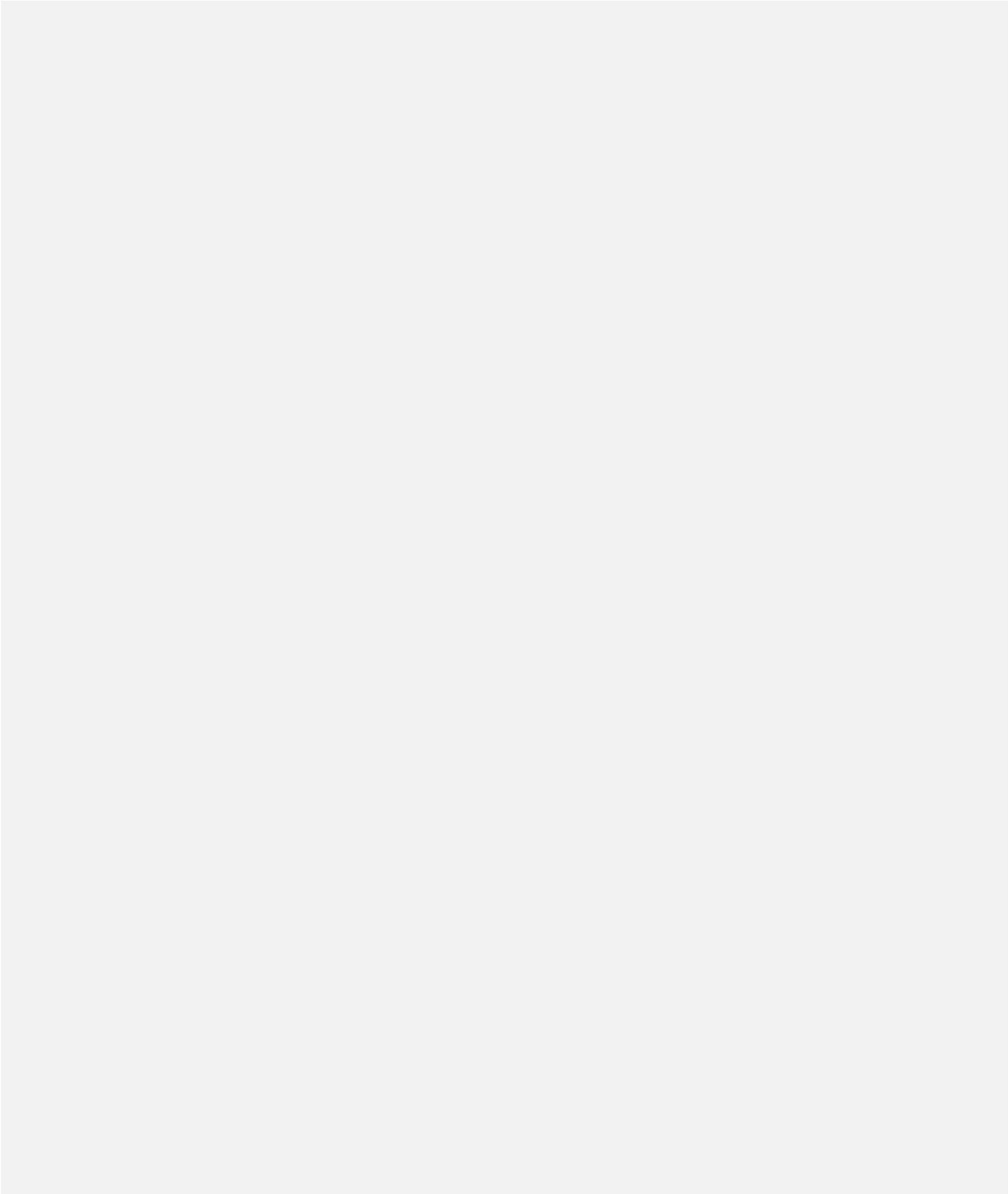
What obstacles will you need to overcome?

What support do you need?

How committed are you?



Day 1 Notes



LEADER WEEK

DAY 2





High Involvement Leadership: Key Approaches to Peak Performing Teams with Craig Wallace

Leadership Dos and Don'ts

Dont: Not accepting feedback

Feedback is gold. It may look terrible, but if you can take it in, you're going to improve. This is where you can have the most impact.

Do: _____ leadership

As a leader, you're there to serve your team. When your team is giving you feedback, they're begging you to help them.

2 Categories of Involved Leadership

1. Involving _____

Your immediate team can reflect back to you what you're doing. They have the most perspective.

2. Involving _____

Who you need to work on. Take care of yourself first.

The #1 indicator of effective leadership is _____ - _____ .





High Involvement Leadership: Key Approaches to Peak Performing Teams with Craig Wallace

Where to start

Have a conversation with your team.

Accept your feedback and talk to your team. They're going to tell you what they need from you. Get them involved.

Involving Self

Analytical

Analytics is the _____ in business.

Ask yourself: "Am I actually using numbers in making my decisions?"

Ask yourself or your team: "Do I share how I make decisions and what data points I'm using?"

Self-Awareness

Record yourself. Ask for feedback. Know what you're doing.

Authenticity

We have to be aware of how we juggle adaptability and authenticity. If you're trying to be involved but it seems fake, your team will know.





High Involvement Leadership: Key Approaches to Peak Performing Teams with Craig Wallace

Be true to who you are, your core values, and let your team see that.

Ask: “How much am I sharing my values and my _____ with my team?”

It’s going to bring out authenticity in your team members and strengthen the _____. This is very different than the culture. Culture is what you see. _____ is the ambient stimuli the leader is putting into motion. What the leader is doing is going to be reflected by the team member, and over time that’s going to build. When a new leader comes in, the team is not going to change. It’s going to mold the new leader to the norms of involvement.

Servitude

Ask: “How much am I giving to my team versus how much I’m taking or receiving?”

The more you’re injecting into the team, the better they’re going to perform, because you’re showing them that.

Change

Instituting change is resource-depleting. It’s hard work.

**“Most people miss opportunity because it comes dressed in overalls and looks like work.”
-Thomas Edison**





High Involvement Leadership: Key Approaches to Peak Performing Teams with Craig Wallace

The leader's role is to illuminate the path of why the change is going to be beneficial and to get them motivated for that change.

If we're not _____ and _____, we're going to fail.

Ask: "How do I deal with change?"

Ethical

Do it because it's the right thing to do.

Reveal the _____ even if you can't talk about the specifics.

If you don't talk about it, people are going to question your ethics.

Involving Your Team

Empowering

Allowing people to take _____ over their job. You're sharing leadership, giving them autonomy and meaningfulness of work, and helping them hit their goals.

Ask: "Do my team members find meaning in their work?"





High Involvement Leadership: Key Approaches to Peak Performing Teams with Craig Wallace

Communication

As the _____ go up, the _____ - _____ - _____ interaction needs to go up.

It's not _____ of communication that's the problem. It's the _____ that gets injected.

Have open, honest vertical and horizontal communication.

Relationships

Get to know your team members. _____ is the 4-letter word we have to be after. Show them the respect that every human being deserves.

As you're building this relationship, you're going to figure out how to _____ them. What do they value as a human being?





- 1 Put your report or notes into action. Share what your team has said with your boss.**

Get their support for what you're going to do.

- 2 Share the action plan with your team.**

Get your team involved. Show them you're listening. Make the plan public.

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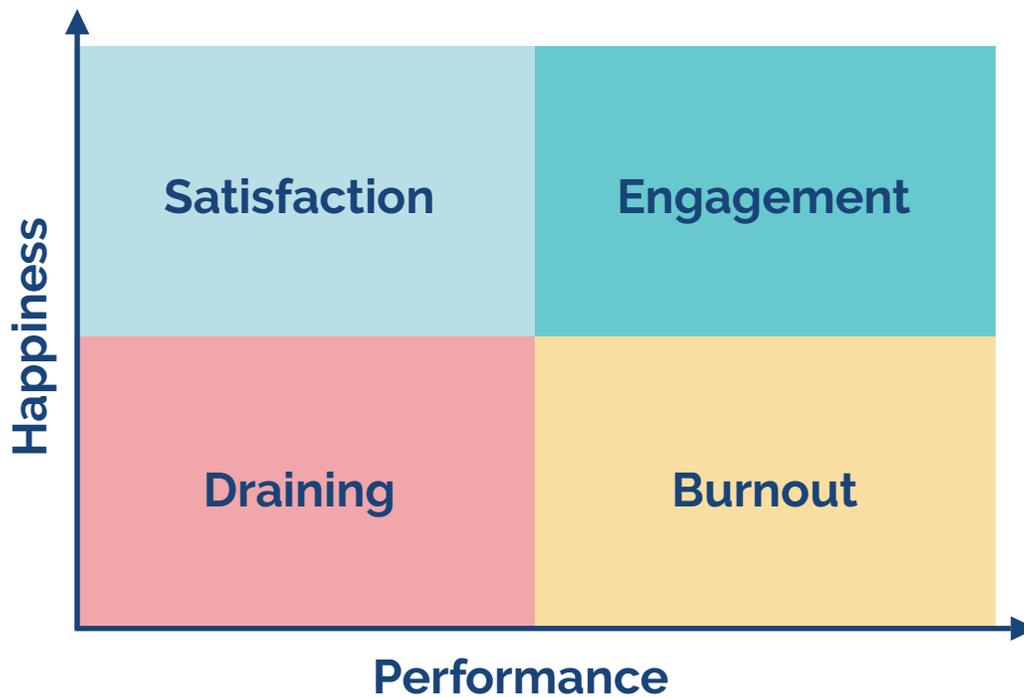




Leading by Creating High Engagement Cultures

with David Morelli

Engagement vs. Satisfaction



Does Engagement Matter?

Engagement creates more profitability, productivity, and customer satisfaction.

Engagement reduces absenteeism, turnover, theft, accidents, and errors.





Leading by Creating High Engagement Cultures with David Morelli

Engagement Starts with Culture

A sign of a good culture is that you lose the _____ employees. High performers should feel like they fit in. Low performers should feel uncomfortable. Who are the people leaving the company?

When high performers start leaving, you have a culture problem.

The “Move Across the Country” Test

Would the people on your team move across the country if you asked them to, for the same or less pay?

If yes, you have a high engagement culture. If no, or only some would, you haven't created a high engagement culture.

Factors in High Engagement Cultures

1. Psychological Safety

You feel comfortable when you make mistakes. You can share your opinions and ideas openly. Psychological danger happens in most teams, where you're afraid to make mistakes or admit the mistakes you've made. People blame each other.

Psychological safety is the #1 driver of engagement.

2. Dependability

Can I trust you?





Leading by Creating High Engagement Cultures with David Morelli

- 3. Structure and Clarity
- 4. Meaning
- 5. Impact

The Top 3 Levers of Engagement

1. Why does my job matter?

Write down why your job matters. Why does it matter to an end customer? On your team? For the organization? On a scale of 1-10, how much have you communicated that clarity in the past week to the people on your team?

2. Show me how to do it.

Help them take the next step or do their job better.

3. Communicate... please!

Let them know what you're thinking, the vision, what new change is being rolled out, why you're rolling it out, etc.





Leading by Creating High Engagement Cultures with David Morelli

Development

How many people on your team have an individual development plan you've talked about in the last month? This pays off in people's extra effort.

Benefits

Benefits are not all perceived equally. People have to care about the things you're offering.

Openness to their ideas

Are you open to hearing people's ideas? If you are,

Emotional commitment

What percentage of your company do you believe is highly engaged? In a study, the highest percentage of highly engaged people was ____%. On the low end was ____%.

**“Culture eats strategy for breakfast.”
-Peter Drucker**

Talent delivers on strategy. It doesn't matter how good the strategy is if the talent can't deliver.

Belongingness Cues

Belongingness cues are the little nuanced reactions people read to know whether you're interested, and whether they're appreciated.

Example: pygmalion effect. In a study with cops in riot gear vs. “greeters” who were there to help, how they expected people to act influenced how they acted.





Leading by Creating High Engagement Cultures

with David Morelli

3 Main Factors in Driving Engagement

1. Belongingness

How much do people feel like they belong here?

2. Authentic _____ - _____

How much can I authentically express myself?

3. Positive emotions

These factors drive positive emotions, which drive performance.

What are you actively doing to help people on your team feel they belong?

How are you encouraging people's authentic self-expression?

What are you doing that drives conformity, where people feel like they need to be a little less themselves here?





Rethinking Autonomy and Mastery For Leading in Remote Work with Emily Gendron

2 fundamental things employees require to perform their job well: _____ and _____ .

These need to be sustainable - not a “ _____ ” (one off things where you got a glimpse of what you wanted from your team, but it didn’t sustain itself.)

The more you use _____ motivators, the less they have _____ motivation. The more they need an _____ .

If they’re not working for the right reasons, you’re constantly in a battle of trying to manipulate their motivational state, versus empowering them.

Big Fails

FAIL: Not respecting your employees to the actual degree that you should.

Leadership development methodologies don’t offer a lot on how to motivate employees in a _____ way.

If you feel like you’re _____ your team’s behavior, you probably are, and they probably know it!

Leadership research shows we need to treat employees as _____ and show them we care about their personal life. If you’re only interested in them because you want them to perform, it will eventually fail.





Rethinking Autonomy and Mastery For Leading in Remote Work

with Emily Gendron

How to Succeed: The Fundamental Shift

Instead of seeing your employees as _____ through which the _____ of the company is executed, see each employee's role in the company as the _____ through which the employee becomes more fully _____.

Understanding what an individual actually wants to be _____ at, and utilizing their role as the place where they can do that, the exact same behaviors come across as completely different to your employees.

Where do the person's values and the organization's values align?

Mastery is the next level down. We're not just talking about an individual's behavior being aligned with values. We're talking about an individual growing and becoming more fully and authentically themselves.

Exercise

Write about the best teams you've ever been on and the worst teams you've been on. What were the differences?





Rethinking Autonomy and Mastery For Leading in Remote Work

with Emily Gendron

Example: winning hockey team

- Everyone had each other's backs
- Everyone was striving for mastery in their role and mastery in the relationships between their roles
- Winning was the byproduct
- _____ was core and fundamental

When you're on the path to mastering something you authentically want to master, the ups and downs don't get smoothed out, but they don't throw you off course.

When people expect extrinsic motivation and don't get it, there's a massive dropoff in engagement and _____.

By helping people pursue mastery, you don't get the disengagement you get when going after "sugar rushes" because they know they've grown as an individual.

Resilience

Whether we succeed or fail, there's something else we're getting. As long as you're pursuing mastery, you're making progress.

The internal feeling tone is the place where you know you're doing it right or not within yourself. Your actions will either feel _____ or _____, irrespective of what's happening externally.





Rethinking Autonomy and Mastery For Leading in Remote Work

with Emily Gendron

Sorting Mechanisms

If our sorting mechanism for our behaviors starts to be “what’s generative versus what’s depleting me?” that gets you on the path to mastery.

We can do this sorting for ourselves, but also can tell in our team members: to what degree are they genuinely motivated?

If you don’t know: _____ !

“How do you feel about the work you’re doing?”

“Are you gaining mastery in something that’s important?”

“If not, what really interests you that you might want to gain mastery in, and how could I support you in that?”

What is Mastery?

We don’t have to start with something big. It can be simple.

Examples:

Creating belonging in the relationships with your team members

Getting authentic answers from your team members (there has to be a level of trust)

Take a simple observation about a person’s natural talents and run with it.





Rethinking Autonomy and Mastery For Leading in Remote Work with Emily Gendron

Autonomy

We now have clear examples of what it's like to be fully in-person and fully remote. Most people have parts they like about each.

Having _____ is really important.

The great part about being remote is having more _____ .

As we transition back to being in person, there are some aspects of autonomy to consider keeping in place. Allow people to be _____ - _____ .

generative for the individual = helps the company

It leads to higher _____ , higher _____ , and better _____ .





1 Autonomy

Write down a list of 12 work relationships.

What are the adult-adult relationships? What values and behaviors show up there? How do you show up in those spaces that you're really proud of?

Then go to the parent-child relationships. What needs to be done here? How can you shift to something that feels more generative?

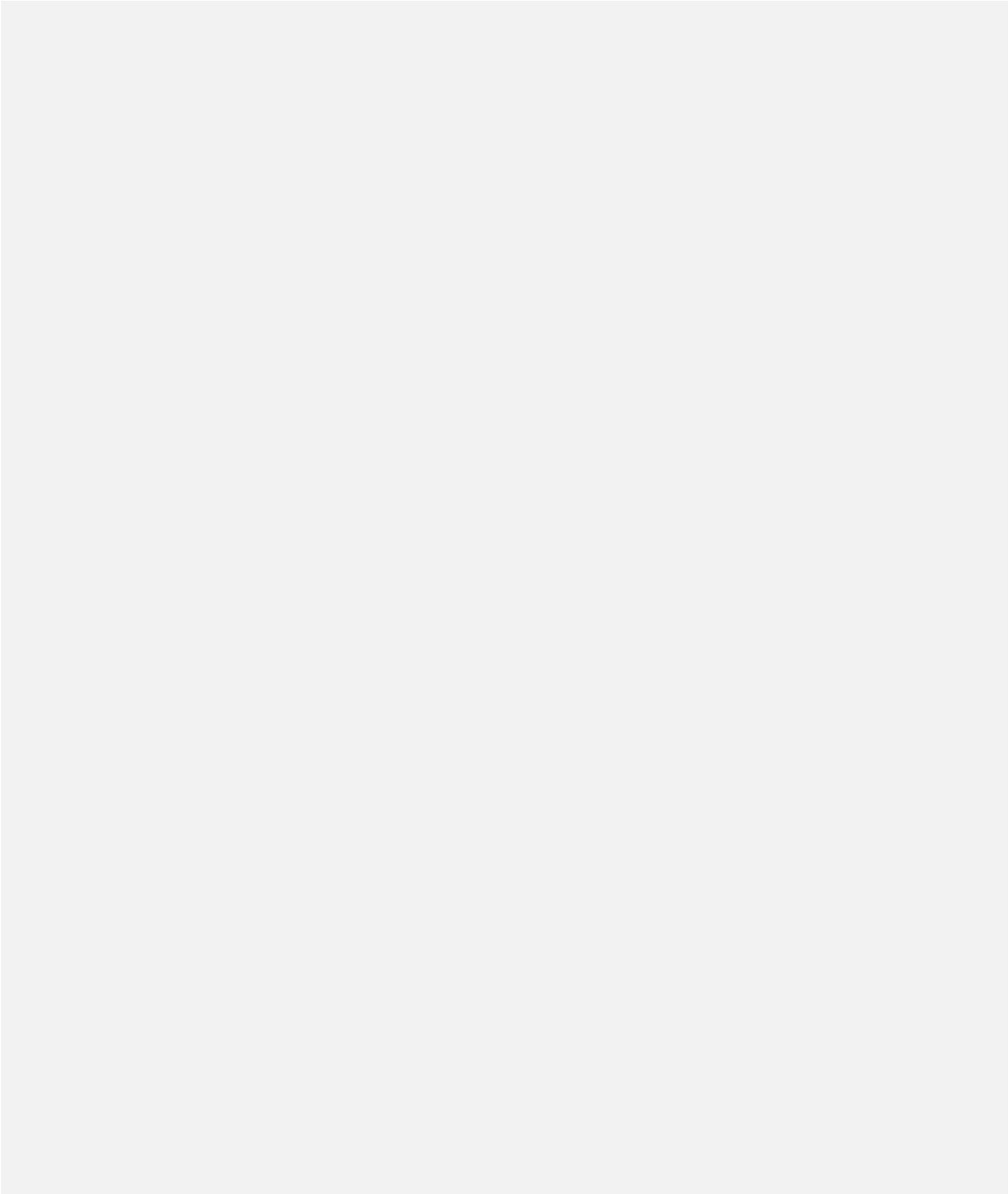
2 Mastery

What are you authentically striving to be masterful at? How can you bring that more deeply into your experience? How will you extend that out to your team?

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Day 2 Notes



LEADER WEEK

DAY 3





Unleash Authentic: Clearing the Limitations of the Real You at Work

with Tatiana Quaife

We've internalized that to be successful, we couldn't be _____
_____.

You're climbing the ladder of success, but is it leaning against the _____
_____?

Conformity vs. authenticity - choose one ladder or the other.

3-Step Process to Unleashing Authentic

1. Becoming aware of the thoughts, limiting beliefs, or _____ - _____ that's been holding you back.

These come from true experiences you've had in your career.

The rollercoaster of thoughts of thoughts is still going to happen. It's about becoming aware so we're not _____.

Meditation helps us establish a different relationship with our thoughts. As you do that, you realise you are not your thoughts. _____ - _____ and _____ crush more dreams than failure ever will.

2. Transforming those thoughts.

Every situation has _____ of the story. Choose which side of the _____ you want to tell yourself.

Red end vs. green end of the stick: what is another story I can tell myself that will feel better?

What can I learn from my perceived failures?





Unleash Authentic: Clearing the Limitations of the Real You at Work with Tatiana Quaife

3. Breaking through

This step is where you take action.

The _____ is the foundation. To go from thinking to action takes the belief and confidence that you can do it.

Key Components

Position yourself and show up that way.

Is this in alignment with who I am and who I want to be perceived as?

What kind of leader do I want to be in this situation?

Take baby steps.

Find something you can do today or this week that is better aligned with who you are.

Build confidence over time and it becomes second nature.





ACTION STEPS

1

Establish an attainable and actionable daily routine.

**Start with baby steps.
Carve out 10 minutes a day.
3 main components:**

1. Meditation or mindfulness practice.
2. Journaling is a great way to take the novelas out of your brain and dump them on the paper. Find evidence of how the _____ belief is _____.
3. Write down 3 things you're grateful for.

www.SuperMindsetCoaching.com





Leader as Coach: Maximizing Performance & Growing Superstars with David Morelli

What is Coaching?

People walk out saying 2 things: “I never thought of it that way” and “I know exactly what to do.”

The Four Waves

First wave: addressed toxic behaviors

Second wave: developing high performers

Third wave: transitions of new employees

Fourth wave: coaching for all employees to drive performance

Leadership is driven, first and foremost, by your ability to _____.

As a leader, you need to know what is arguably the most powerful tool in your leadership arsenal.

Coaching increases:

- Performance
- Engagement
- Work quality
- Brainstorming
- Accountability
- Ownership mindset
- Develops new and future leaders
- Helps you attract and retain talent





Leader as Coach: Maximizing Performance & Growing Superstars with David Morelli

What Drives Coaching Success?

Top Focuses:

- Strategy
- Internal communication
- Productivity
- Leadership skills

How often? How long?

_____ session per month, _____ minutes in length.

You can change the structure of your one-on-ones slightly.

What Happens to the Brain?

Limbic system = emotions

Prefrontal cortex = rational thought/good ideas

When the emotional brain center is active, it robs you of rational thought.

You don't have a _____ brain and a _____ brain. You come to work with one brain. If there's something going on at home, it's harder to focus at work.

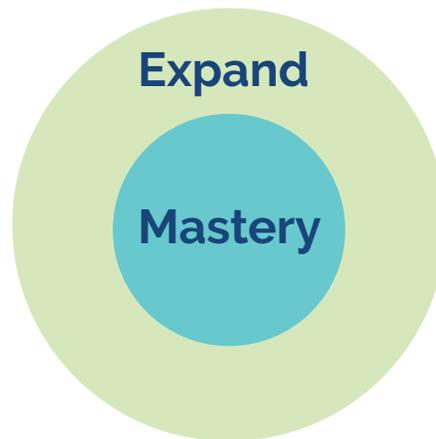




Leader as Coach: Maximizing Performance & Growing Superstars

with David Morelli

Leading a Productive Team



What are the things you would need to master in your role to be eligible for a raise or promotion? On a scale of 1-10, how much mastery do you have currently, against a top performer in those areas?

How can you expand your current responsibilities? What else needs to get done?





Leader as Coach: Maximizing Performance & Growing Superstars with David Morelli

Powerful Questions

A good question is one that leads people to an insight, which leads them to an action.

Questions frame _____. The better the question, the easier the solution becomes.

Framing a Powerful Question

Open ended

Which of your priorities are most important this week?

Leads to an insight

Closed

Do you have priorities this week?

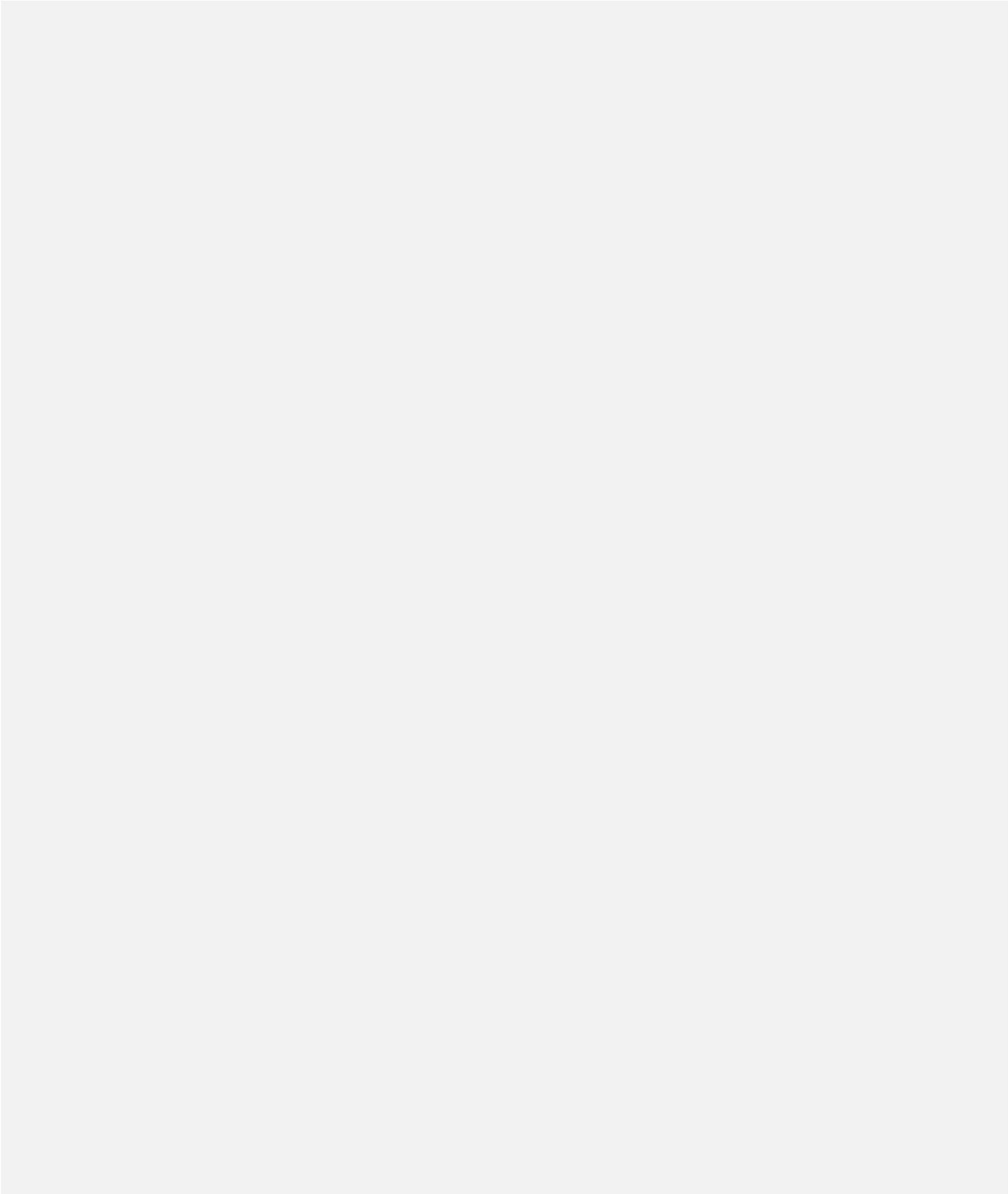
Yes, no, or lied to

River Banks for High Performance

1. What's the most beneficial insight you're getting right now?
2. How do you think you can apply that learning?
3. What problem do you think that will help you solve?
4. What obstacles might you run into as you're tackling that problem?
5. How could you overcome those obstacles?
6. Whose support would be most helpful in the process?
7. What's your action plan?



Day 3 Notes



LEADER WEEK

DAY 4





Mastering Decision-Making in Uncertain Times

with Maria Konnikova

Mistakes in Decision-Making

1. Our biases

Biases and heuristics are ways that our brains go wrong. Everyone has these - we can't prevent them.

2. We don't take negative feedback.

The most intelligent and successful people screw up decision-making the most because of _____. They don't take negative feedback from the environment.

To become a better decision maker, be humble. You're going to mess up - that's ok. Don't take it personally. Instead, change. Try to _____.

Myth: "If you're a good leader, you make decisions correctly all the time."

_____ bias: "I made the decision, so I can't go back on it."

Better decision makers are constantly _____ the decisions that they've made against the feedback.

2 Parts of Decision-Making

1. Be willing to make a decision

It's going to be _____. There is no such thing as 100% certainty. You will never have perfect information. Become comfortable with making the best decision you possibly can with the information you have.





Mastering Decision-Making in Uncertain Times

with Maria Konnikova

2. Update the process

After the decision is made, the world is going to keep changing and you're going to start getting _____ and more information. Your matrix is now different.

Feed the new information back into the process. Change the decision if you need to.

The mark of a good decision maker is someone who is able to be _____ and to make that decision, but then, who's able to just as decisively _____ it if need be. It's not a sign of weakness, it's a sign of _____.

Process guards against emotions.

The sunk cost fallacy is rooted in an emotional aversion to admitting we made a mistake.

We look at an investment we've made (financial, emotional, time) and think, "I've already spent all this time. I have to keep going."

A good decision process looks at the things you can still _____ and _____ in the present.

Useful reflection vs. stewing

It's important to review your decisions often, but without ruminating. Review the _____ and do it in a _____ - _____ way. Review how and why you made the decision.

Separate the decision from the outcome. You can make the best decision possible and still lose, because all decisions are probabilistic. It doesn't mean you made the wrong decision.





Mastering Decision-Making in Uncertain Times

with Maria Konnikova

Lessons from Poker

You have to have a good reason for every single decision you make. If not, you're going to make mistakes.

Ask why others are making the decisions they're making. You can't be judgmental. Only genuine curiosity gets you real information. Once judgment comes into it, you have a _____ and all the information you get will be in the guise of that judgment.

Confirmation Bias

Confirmation bias: you gather information to _____ what you already believe.

Thought Experiment

When you have a particular political position and you find a tweet that confirms it, what do you do? (Probably retweet it.)

When you find a tweet that disconfirms your position, what do you do? (Probably nit pick it apart and argue why it isn't true.)

When you do a Google search, when do you stop looking? (When you find what you want to find.)

Confirmation bias is always the strongest in the things that are most important to us - ideas and beliefs that are core tenets of our identity. Because it's tied to our core identity, it's emotional. Of course you don't want your idea of who you are challenged.





Mastering Decision-Making in Uncertain Times

with Maria Konnikova

Cognitive Dissonance

Our brains don't like holding two _____ beliefs.

When reality doesn't mesh with what you believe, there's a process called _____, where you reduce that tension.

You could update your belief (most people don't want to), change your interpretation of reality, or create a wall and compartmentalize so there's no conflict.

If it's something small, you can change your belief. If it's something really important, you'll normally change your interpretation of reality and the belief will stay unchallenged.

Principles of Good Decision-Making

1. Focus on the things you can control and bring the things you can't control out of your mind.

What you can control:

- The decision-making process
- The information you gather
- How you evaluate that information
- Mitigating your emotions and reactions
- How you present yourself to others

What you can't control:

- The outcome
- Chance and probability
- Other people - how they react, what they say, what they do





Mastering Decision-Making in Uncertain Times

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2. Realize that there is no formula.

What percentage is skill vs. chance? There is no breakdown, because there's incomplete information.

In the short term, _____ is more important.

In the long term, _____ is more important.

Put yourself in a position where you get to see the long term. If you risk everything and get unlucky and can't keep going, you're never going to see the long term. The only way to fight variance is through time and repeated chances.

You have to have the cushion to fail. If you're afraid of failure, you're going to make bad decisions.

Caveat: This isn't possible for everyone. Life isn't fair. For people who haven't had luck, that doesn't make them bad decision makers.

Luck & Chance

Always acknowledge the role of chance, but don't count on it. Do the math and put yourself on the winning side of the distribution. Then, evaluate whether the risk is worth it.

Put yourself in a position to win, and not in a position where you need luck to bail you out.



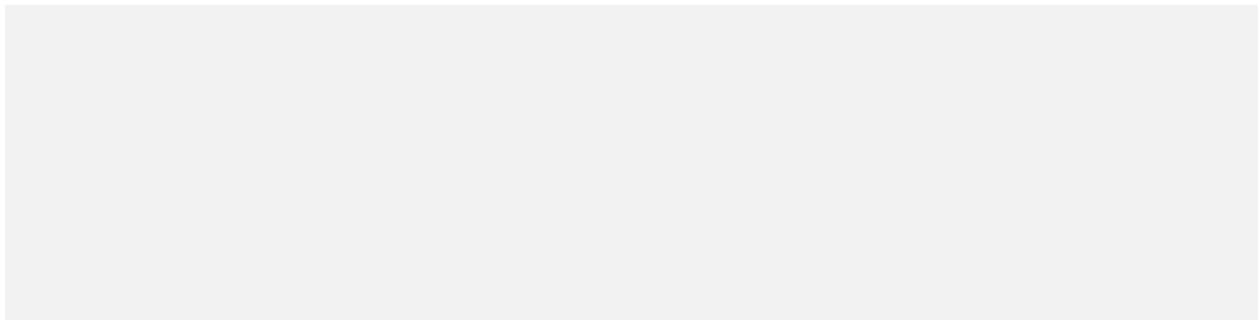


1 Build up a decision-making process that you trust.

Learn about yourself.

What's important to you? What do you believe in? What are the things that make you tick?

These are the things where you're going to have your strongest biases.



2 Give yourself permission to fail.

The best learning opportunities are often failures.

If you're always successful, you're never going to know whether you got lucky or you're good.

www.MariaKonnikova.com





Strategic Thinking for Leading in a Disrupted World with David Morelli

Study _____ and _____, and find out what's different between them.

Why don't we spend more time thinking?

The brain has a _____ response when you do something tangible.

As we grow up, we are conditioned that the more we do, the more we get _____.

This is how we get seduced by our own brains into not thinking enough.

When you get promoted, your job is to be a little bit more strategic. But you look around and ask what you should be doing.

Strategic Thinking Pyramid



The more you move up the pyramid, the more you need to change your ratio of how much time you spend in strategic thinking vs. doing.





Strategic Thinking for Leading in a Disrupted World

with David Morelli

Strategy Brainstorming Questions

What pain do you have? List 5 things.

What's a strategic question you could ask about each of these pains?

Getting Started

Avoid distractions.

You'll reach for a distraction when you're uncomfortable.

Start small.

What's a process you could improve? A pain you could solve? A goal you could think strategically about?





Strategic Thinking for Leading in a Disrupted World with David Morelli

Put time on your calendar.

Avoid asking about _____ .

Stick with the awkwardness of the “fluffy cloud.”

**How to think differently about innovation, creativity,
and strategic thinking**

Point 2 _____ at one another.

Example: independent suspension

_____ strategy.

- Eliminate: eliminate things your competition does
- Reduce: reduce something that would help differentiate what you're doing
- Raise: raise standards
- Create: create something the competition doesn't have





How to be a Thought Leader with Ahmad Imam

_____ is better than _____ .

Get to 80-90% happy with your content. As long as it's something that will serve people, put it out.

No one cares what you look or sound like. They care about your message. You have an obligation to share it if it can help.

Show your _____. What do you stand for?

Inside an organization and have things to say? Here's what to know:

- Be mindful of your organization's social media policy, because you are an ambassador for the company.
- Don't deliver a message that's contradictory to the business mission and vision.
- Run things that may be controversial past them.
- Use a disclaimer, such as, "My thoughts are my views and not a reflection of my organization."

Don't constantly sell.

- There should be a _____ to _____ ratio of selling versus building trust through your content.
- Give as much free value as you possibly can. Build as much trust as you can to get them to come on board.

Content is about showing your _____ and your _____ side.

People aren't doing business with businesses, they're doing business with people.





How to be a Thought Leader with Ahmad Imam

Exercise: Understanding Your Core Values

Take 100 post-it notes and write a different value on each. Place them on the wall. Pull off 50 post-it notes that you don't resonate with. Then narrow it down to 30. Then 10.

Finally, narrow it down to your 5 core values. Find your one core intrinsic value. What is the one value that represents you as a human being?

All of your content should touch on one of your 5 core values in some way, directly or indirectly in how you deliver it.

Who is your avatar?

Who are you speaking to? When you're delivering your content, that is the person you're thinking of, and you need to talk directly to that one person.

Examples: If you're inside of an organization, you may imagine speaking to a future team member, and attract talent that way. If you're in the marketplace, you may be speaking to a recruiter who's looking to see if you display a sense of leadership where they can promote you.

_____ is the new resume.

You can see a person's mannerisms, personality, the way they speak, their intentions... that says far more than just looking at someone's resume.

It positions you as an authority within your organization and publically.



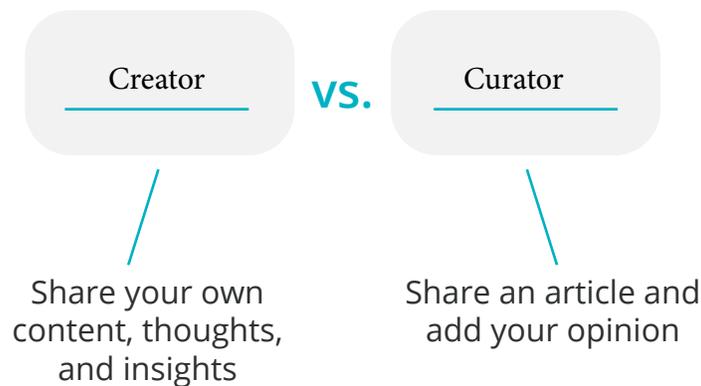


How to be a Thought Leader with Ahmad Imam

Authority

Being an authority doesn't mean you have to know everything. You just have to be willing to _____ and _____ .

Creating content makes you a _____ on the topic.



You can be both. There's absolute merit in creating original content, because that is what positions you as a thought leader. But an expert is also able to provide commentary on other people's opinions. Your audience wants your opinion.

Why Create Content?

Marketing costs are expensive. You have the opportunity now to position yourself as an authority, generate leads and revenue, and build yourself as a brand, and you can do that for free.

As an employee, you can position yourself as an ambassador for that business and increase your chances of getting promoted





How to be a Thought Leader with Ahmad Imam

Top 5 Tips for Content Creation

1. Volume

Posting _____ times a week is more than enough. Focus on quality over quantity. Every piece of content you put out is assisting your audience in some way and adding some value.

Volume is about making yourself _____.

2. Consistency

Post consistently. This isn't a sprint - it's a marathon.

3. Collaboration

Collaboration is a great way to make yourself visible to other people's networks. Position yourself as an expert to get access to others' networks through podcasts, interviews, etc.

4. Batching Content

Film multiple videos at one time.

5. Repurposing Content

- Change the medium or length so there's variety.
- Repurpose the same piece of content _____ months later.
- Try to create _____ other pieces from each piece of content you create.





How to be a Thought Leader with Ahmad Imam

Biggest Content Mistake:

Not having a strategy.

Instead of coming up with topics yourself, answer the questions your audience is asking. Join the conversation in their head.

How to Create Powerful Content

1. Solve problems for your audience.

There's no better way to add value for your audience.

2. Tell a compelling story that resonates.

People relate to stories. In the professional sense, you might share a case study of the client experience. It's a great way to indirectly promote your business or services while also telling a story. _____ stories give insight into the human that's behind the business.

3. _____ from your audience.

People will tell you exactly what is on their mind. It's our job to listen.

4. It is never about _____. It is always about _____.

The objective is to serve your audience.





1 Get started!

Focus on your message and the delivery of your message.

You only need 2 things to get started: a _____ and a _____ .

A few topics to start with:

- Share your #1 tip that you share with clients
- Share your top 3 values - let people know what you stand for
- Share a hobby, passion, interest, or something people don't know about you

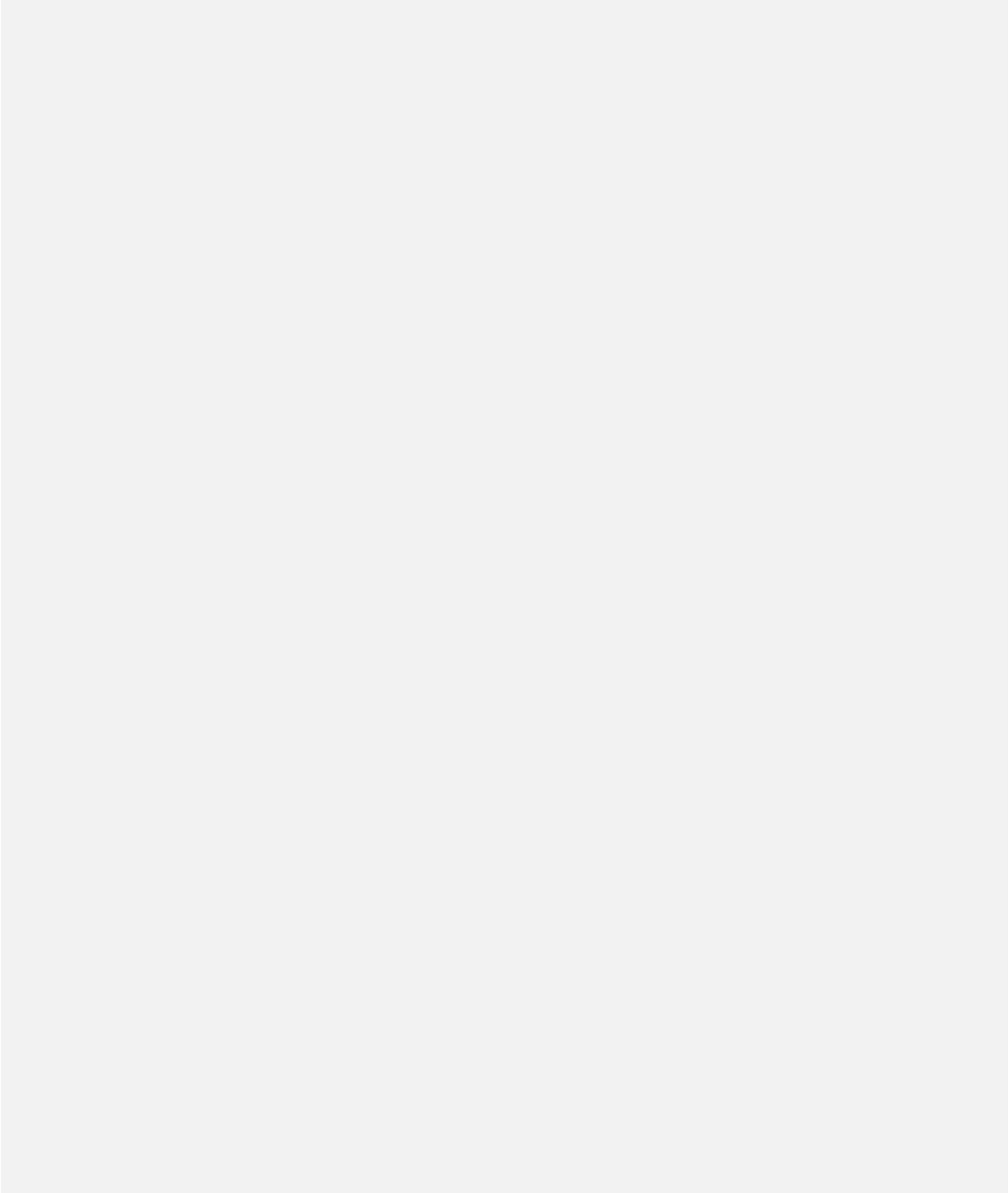
Lean into your strengths.

You don't have to do video. You can create impact with any medium, as long as it aligns with your strength.

www.TheContentGames.com



Day 4 Notes



LEADER WEEK

DAY 5





Adaptability: The New Leadership Superpower

with Ivette Mayo

Why is Adaptability Important?

Change is going to happen _____ you, _____ you, and _____ you.

Uncertainty creates a _____ response (cognitive stress). If we can adapt to change, we can short-circuit the gap and minimize the stress.

How We Deal with Change

We _____ to it.

Instead, create change intentionally. This gives us a better chance of coming through change more successfully, and there's more fulfillment.

Power of choice: choose to use your skills and abilities to create the right change for you.

Lean into _____. It's about creating the change versus the change happening to us.

People want to solve today's problems with _____ information. Leave those old ideas behind.





Adaptability: The New Leadership Superpower

with Ivette Mayo

The 3 Ps of Life

1. _____ state

In the first 5 years of life, you learn critical skills - how to make decisions, following rules, faith, gender, how to think, beliefs, etc.

_____ learning is where you continue to learn how to follow rules and belong to society.

In college, the question raised is “What do you want to be?” Up until now, everything has been taught to you and no one has ever asked what you wanted. Getting a job in a specific field is still predictable (following societal expectations).

During the predicted state, we were learning, being taught and experiencing life as it was coming to us.

2. _____ state

In your mid to late 20s, you move into the second phase. You take what you’ve learned and you start creating new experiences.

3. Purpose

In our late 30s to early 40s, we begin looking for other things that draw our attention. Everyone will try to talk you out of the things you desire in this next stage because everything you’ve done so far has been based on what you’ve been taught.

Even though you experience uncomfortableness because you’re moving out of your comfort zone, it’s _____.





Adaptability: The New Leadership Superpower

with Ivette Mayo

In the early stages, change happens _____ us. But in the last stage, it happens _____ us.

Change is happening - decide where this change makes sense for you.

In business, the business model must meet the demands of the current situation you're facing. Working in an organization, creative solutions are your adaptability. You can fulfill your purpose in different ways with the willingness to adapt.

4 Power Tips to Build up the Superpower of Adaptability

1. Change your thought process.

- Question your assumptions.
- How do I normally make decisions? Does it still make sense?
- What _____ or _____ don't serve me anymore?

2. Force yourself to _____ .

- You can't have change without _____ .
- You're choosing them. You feel better about ones you have control over versus ones imposed upon you.

Exercise: If you were on your deathbed, what decision would you have been most proud of?





Adaptability: The New Leadership Superpower

with Ivette Mayo

Risk can be _____, _____, or _____.

Adaptability takes courage and being bold. We lose opportunities because we're not courageous enough, don't ask enough questions, or we're not willing to take a risk.

3. Embrace learning.

**"If you're learning, you are living."
-Ivette's grandmother**

Learning is the only way to be ready for opportunity.

4. Encourage others around you to be as _____ - _____ as you.

Be open to create change in your organization, and intentional about desired outcomes.

This helps others take risks, learn, and grow.





1 Conduct a self-assessment.

What is taking place in your life that's challenging? Why? If it was to change, what would happen? Don't judge - write down your first thought and be truthful to yourself.

2 In communications: if you're not sure why they think a certain way, ask more questions!

You'll gain clarity and come to a mutual understanding so both of you can move forward and be successful.

www.yosoyiam.com





The Anatomy of Difficult Conversations with David Morelli

Awkwardness starts when people don't know how to _____ .

People want to avoid emotions and asking for help.

1/2 truth + 1/2 truth ≠ truth

In order to really understand what happened, realize there's no single source of truth.

We are all seeking _____ with other people. Disharmony in relationships causes dissonance in the brain which leads us to lose IQ points, sleep, peace of mind, etc.

When something is _____ , we tell ourselves a story. Is that story true?





The Anatomy of Difficult Conversations

with David Morelli

Excuses vs. _____

We all respond well when people take responsibility, but we don't when people make excuses.

Write down one thing you've learned about difficult conversations and how to have them well.

How many times do you forget to do the thing you just wrote?

Emotions

Emotions come out in your tonality. Instead of being scared of them, _____ and _____ them.

Ex: "I'm kind of nervous to have this conversation with you, but I'd like to talk about..."





The Anatomy of Difficult Conversations

with David Morelli

The Formula for Difficult Conversations

Prep work:

1. Before the conversation, own your emotions.

If it helps, acknowledge the emotion at the start of the conversation. (The emotion you're afraid they're going to pick up in your tonality.)

2. What's your purpose for the conversation?

3. Look for your interpretations.

Your actions
Their actions
Your reaction



Your interpretation
of their actions
and the situation

Can the actions that were taken have a different interpretation? If that's possible, acknowledge it.





The Anatomy of Difficult Conversations

with David Morelli

Components:

1. _____ the conversation.
2. Ask for their perspective (before you overlay yours.)
3. Take responsibility.
4. Share your _____.
5. Share your perspective.
6. Share your _____.
7. Resolutions

How to begin sentences in ways that aren't offensive to the other person

"I don't have this all figured out, but..."

"This might be half-baked, but..."

"I'm sure there are things I'm missing, but..."

"As far as I can tell..."





The Neuroscience of Persuasion and Selling Ideas

with Jeff Bloomfield

The Brain and Decision-Making

The _____, _____, and _____ of our brain work in unison to drive decision-making.

The bad news: every human being is biologically set up to not be very persuasive because nobody trusts us.

The good news: there's a way to facilitate that trust in a way that people are more open to being persuaded by you: _____ - _____ orientation.

When you're trying to communicate an idea, you're coming at it from a self-serving perspective without even realizing it. It triggers the wrong mechanism in the mind of the listener you're trying to influence, because they're also in self-preservation mode.

Not until someone _____ you are they truly open to how you might help them or open to being persuaded by you. We communicate in a way that drives further _____ and _____.

What are your motivations?

If your motivations are just to look smart and get attention for your idea, people will put up a barrier to being influenced by you because of the way you come across.

If others feel like you care about them, their brain produces oxytocin, which creates care, connection, empathy, and _____. Once that happens, their defenses go down. Their brain is primed to be receptive to your ideas.

Most of us try to be trustworthy by being more _____. That doesn't work. Their brain views it as a threat that you're trying to convince them.

The more _____ you are, the more _____ you are, the more likely you are to be persuasive.





The Neuroscience of Persuasion and Selling Ideas

with Jeff Bloomfield

The secret to making people believe that you care about them

Actually care about them.

Others Oriented

What are they thinking and feeling? What are their stressors? What's causing them to stay awake at night? What did their last job review mean to them? What's happening in their home with quarantine?

vs.

Self-Preservation Oriented

Will they like my idea?

Others oriented goes against your biology, but if you can create the neural pathways to start thinking about the audience you're about to communicate with, you'll wire in your brain the ability to communicate in a more trustworthy way.

Mistakes people make around persuasion

The brain has 2 networks: the _____ network, and the _____ network.

You cannot activate both of those networks at the same time. You have to vacillate between them.

More importantly, the _____ network is NOT open to being persuaded. The _____ network IS open to persuasion, new ideas, and change.





The Neuroscience of Persuasion and Selling Ideas

with Jeff Bloomfield

In order to be an influential communicator, you have to not just vacillate between the two networks, you have to engage the _____ network, because that's the activator of change, persuasion, and decision-making. Then, the _____ network is used to validate and justify.

Mistake: trying to use information to convince.

This activates the wrong network in the brain, causes distrust, and can damage relationships.

What to do about it

1. Recognize you're making that mistake.
2. Know that data and facts aren't bad - they're necessary.

It's the order of information and how it gets communicated.

In order to persuade someone to do something different, they have to recognize they need to do something different. In order to recognize that, they have to believe there's a problem.

Problems evoke _____. Facts and data evoke _____. If you're pitching an idea, the brain perceives that as a data point if all you do is tell them how great that idea is.





The Neuroscience of Persuasion and Selling Ideas

with Jeff Bloomfield

How to build the emotional side

1. Be intentional about demonstrating your trustworthiness.

Do that by being _____. Share a piece of who you are. The quickest path to trustworthiness is _____ and _____.

2. Understand and care about the person you're communicating with, and demonstrate that.

Fight your self-preservation orientation in order to show them empathy. Now, not only do they not view you as a threat, they view you as a friend.

What are the words coming out of your mouth doing to make life better for the person who's hearing them?

If you can't answer that question, they will not be persuaded by you.





The Neuroscience of Persuasion and Selling Ideas

with Jeff Bloomfield

The 4-Step Persuasion Formula

First: mindset check

Do you have the right mindset? Are you thinking about the implications of what you're trying to communicate from the other person's perspective?

Ask yourself:

"What is the audience seeking right now, and how am I personally equipped to help them find it?"

"What things, ideas, or communication am I apt to communicate that will trigger my own self-preservation?"

"What am I afraid of?"

The things that drive us back into self-preservation communication are generally _____ - driven.

If you're afraid you won't help them solve their problem, you're in the right mind frame.

Beliefs drive _____.

1. Create a genuine connection.

Create your own mini why story: why you do what you do. Think of 2 to 3 universal characteristics or beliefs you have that you think make you trustworthy.





The Neuroscience of Persuasion and Selling Ideas

with Jeff Bloomfield

1. Create a genuine connection.

Create your own mini why story. Why do you do what you do? Think of 2 to 3 universal characteristics or beliefs you have that you think make you trustworthy. Where did you learn them from? This humbles you. Connect those beliefs to why that might matter for the audience.

2. Demonstrate empathy.

Now that you've shown authenticity and vulnerability, show them you care about them. What do they need? What are their problems?





The Neuroscience of Persuasion and Selling Ideas

with Jeff Bloomfield

3. Position the problem.

What is the clear and concise problem? They should immediately recognize they have the problem and need help with it. What is the problem at large, and what are the implications to each person in the room?

4. Serve them by solving the problem.

How will you solve the problem in a way that's meaningful to them?





- 1** Come up with two different examples, one personal and one professional, of how you're going to persuade someone.

What's the outcome you desire for each example?

Is it self-serving, or will it solve a problem for other people?

Follow the roadmap in both cases.

Example 1

Example 2

www.braintrustgrowth.com





Closing Ceremonies & LIVE Coaching with David Morelli

What were your biggest Leader Week takeaways?

How will you implement those insights?

What support do you need?

How committed are you?



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