



The Power to Lead

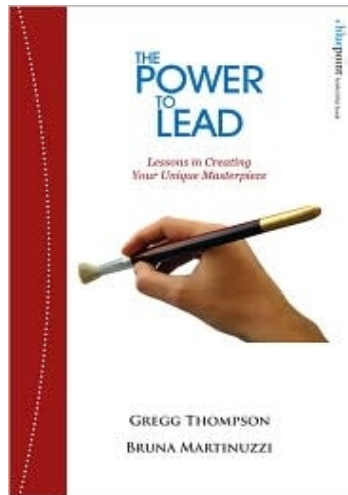
Lessons in Creating Your Unique Masterpiece

By By Gregg Thompson & Bruna Martinuzzi, Select Books Inc., 2009

Do you have the power to lead? This may be the most intimate book on leadership you will ever read. Thompson and Martinuzzi have done a masterful job of drawing upon their many years of coaching and training leaders to craft this remarkably personal guide that explores the basic building block of the leader – you!

Using the metaphor of painting, the authors will challenge you to explore every facet of your life – your values, passions, beliefs, talents, personality, ambitions, hopes and fears – and use them to create your own unique leadership masterpiece.

You cannot read this book without being inspired to unlock the very best parts of you.



About The Authors



Gregg Thompson is a leadership development facilitator, coach, author, and speaker with a passion for developing the greatness in individuals and organizations. He holds a Master of Science degree in Organization Development from Pepperdine University in Malibu, California. Other popular books by Gregg include Unleashed! Expecting Greatness and Other Secrets of Coaching for Exceptional Performance and The Leadership Experience: From Individual Success to Organization Significance (co-author).

Gregg is the President of Bluepoint Leadership Development, a global force in the training, development and consulting arena. The firm is known for crafting and executing exceptional developmental experiences that transform how organizations approach and practice leadership.



Bruna Martinuzzi is the President of Clarion Enterprises Ltd. She is a facilitator, author and keynote speaker with over 25 years of experience. Bruna speaks six languages and holds a Bachelor of Arts and a Master of Arts degree from the University of British Columbia. She is the recipient of several awards, including the Izaak Killam Predoctoral Fellowship, the Social Science and Humanities Research Council of Canada Award, and the BC Workplace Excellence Award for Unusual Innovation. Bruna is a member of the Canadian Association of Professional Speakers. She is the author of The Leader as a Mensch: Become the Kind of Person Others Want to Follow.

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Why You Need this Book

This book will inspire you because it delivers all the amazing yet simple lessons on how you can pursue being a great leader. It draws out the roadmap used by many great leaders in the past and present, thereby giving you the opportunity to follow it.

PART I: YOUR CANVAS

A FIRE WITHIN: The Power of Motivation


The desire to lead is an essential requirement for being a good leader. Leadership is a rewarding, yet often a difficult and arduous journey. Without a burning desire to lead, that journey can be devoid of pleasure. Great leaders possess not only the will to lead; they also have no doubt about their motives. They are clear about why they chose to lead.

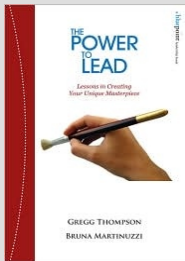
What motivates you to lead? Leaders are

driven by varied aspirations ranging from accumulating wealth to saving the planet. While many of these motivators will adequately fuel leadership for a time, the great leaders who make a significant and sustained impact on their organizations are usually compelled by high level motivations that will positively impact many people. They set out to change their corner of the world for the better.

At the same time, they know that thinking big leads to expansive actions while thinking small inevitably leads to limited outcomes. So they derive their inspiration not from bite-sized goals but from having big, audacious goals – a fierce, inward commitment to making a difference.

The motivation to lead does not come from external sources. It's the by-product of your desire to lead, your passion to accomplish something of value and your intense belief in your ability to realize these accomplishments. It stems from an innate passionate sense of your potential as a leader. Finally, it's about your internal clarity on why you chose to lead. Motivation is an inside job.

 **About the Book**



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PERCEPTION, FAITH, AND SELF-LIMITATION: The Power of Your Beliefs

Our system of beliefs functions like an invisible compass that guides us through well-worn pathways and shortcuts,



immediate reactions, decisions, thoughts, actions, and emotions. Like an old trusted friend, these beliefs produce in us feelings of ease and security.

This system makes our lives manageable. Interpreting the world around us in light of what we already know is much more expedient than having to constantly ponder on the meaning of incoming data and events.

Our belief system is really a big part of who we are and how we approach leadership. How clear are your beliefs? How do they influence your interactions with others?

I AM REALLY OK: The Power of Self-Acceptance

Self-acceptance is about not being afraid of your greatness. It's about using all of your talents and gifts to the maximum without reticence or apology, and embracing your full life as a leader. True greatness "let's itself be touched and handled, it loses nothing by being seen at close quarters." Your life is shaped by your mind; you become what you think.

Self-acceptance is a gift you give to yourself. It's the gift of self-trust. Hence, it is important that you make self-trust a life-long habit. Self-acceptance promotes expansiveness and not contraction. Imagine a self-determined "you" – one that comes from a position of abundance and possibilities. Imagine the vast door that

would open up in your world, a powerful new level of being – not measuring yourself up against anyone else but yourself – the self that you decided to be, competing only with your personal best.

AN ANGEL AND A MADMAN: The Power of Your Personality

Gaining a deep understanding of one's personality is one of the most important facets of self-awareness and, is well worth the extensive exploration. Leaders who are armed with this profound self-knowledge are able to readily capitalize on their natural strengths while reducing the potential negative impact in areas of vulnerability.

Being aware of which personality dimensions drive you is a powerful tool to help you discover how you show up in leadership situations. Perhaps more importantly, it would help you to decide which leadership situations would prove stressful, so that you can make contingency behavioral plans that would allow you to always be in your power.

PART II: YOUR PALETTE

A GIFTED LEADER: The Power of Valuing Your Strengths

Great leaders not only draw much of their



power by embracing who they really are – including their strengths and weaknesses – but also recognize that these are all important because it constitutes their authentic self.

There is no power greater than the freedom and stability of operating from an authentic platform, and being comfortable with who we are. There is no template for the weakness-proof perfect leader. Leaders come in all shapes and forms.

When we choose to lead, we need to have the confidence to step out of the crowd – we need to have the agility to handle whatever comes our way. We encourage you to become an expert on your strengths, to confront yourself daily with them. Don't view their light through a keyhole. Let them shine fully on those you lead.

HARNESSING ANGER AND JOY: The Power of Emotions

Emotion is defined in most dictionaries as a mental state or a rapid-response feeling that arises spontaneously rather than through a conscious effort. A narrow interpretation of this definition would suggest that emotions are totally beyond our control. In fact, we do have considerable power - the power to be intentional about our use of emotion, to decide when to let an emotion flow unrestrained, and when to re-channel its course.

There are three things that are important to

know about emotions:

1. Emotions are about things that matter to us.
2. They provide us with very useful information
3. And, the drive to experience or not experience an emotion determines a lot of our behavior.

These make emotions one of the most powerful forces within us. As such, they are an essential component of our leadership portrait – a primary color on your palette.

There is an exhilarating feeling when you are in charge of yourself. Having an understanding of the role that emotions play in your life as a leader is an important part of this take charge process.

IT'S NOT ABOUT YOU: The Power of Humility

What is the profile of a leader who practices genuine humility?

First, such leaders are comfortable with their own stories: whether it is about good or bad times, whether it is about times when they were up, or times when they were down. They are comfortable in their own skin – comfortable with who they are.

Second, they are very open about their need for ongoing leadership development. They see their need to develop as leaders



like everyone else.

Third, they constantly seek peer-to-peer communication. When you are in their presence, they see themselves as equal in humanity. And that is a powerful quality.

In your dealings with those you lead, is there room enough for them in every encounter? Or is the entire space occupied by you? People want to see the bigger version of them reflected back in their leader's eyes; this precious image will not be there if we are self-important. How do people feel about themselves when they are in your presence?

DECISIONS, DECISIONS, DECISIONS: The Power of Choice

We all carry within us a mental model of who we are. But all models are a simplification of reality, intended to turn the complex into the simple. We are infinitely more complex and vast, more filled with a possibility of being than our mental models can possibly ever represent. The model of ourselves that we carry in our minds is in fact a straight-jacket, one that shapes our perceptions of ourselves and limits us; it places invisible, yet impenetrable, boundaries on what we think we can do, on what talents we use, on what power we have.

John Gardner said: "Most human talent remains undeveloped." We challenge you to undertake a discovery journey to look in all the corners of your intellect and your

heart to uncover every talent you are gifted with that is untapped. What do you have to do to bring these talents to the fore?

Where are your choices leading you? Is it where you want to go? Viewing everything about yourself through the lens of possibility and being wide open, is a powerful tool in your arsenal as a leader.

IN THEIR SHOES: The Power of Empathy

No matter how accomplished we are, no matter how many skills, talents and achievements we can claim as ours, no matter how wide our personal influence, it is all ultimately hollow if it does not include empathy for all those who surround us, for the people who do the work for our team, our unit, our organizations.

Empathy is a de-centering of the self and developing a powerful antenna for the lives of others to better understand their actions, attitudes and their needs. It's being able to perceive what's important to the other person and to enter their experience. It's feeling a genuine interest for making the person feel valued. This particular manifestation of empathy for the people we lead enriches our capacity as leaders.

It provides the light under which others are able to shine while at the same time, it makes you stand out. It takes your leadership portrait from the grey twilight to the glowing richness of full color. This empathy manifestation is, in short, one of



the noblest and most valuable amongst the actions that you can undertake as a leader.

PART III: YOUR MASTERPIECE

SCRAPE OFF OLD PAINT: The Power of Your Thoughts

Leadership requires a single-mindedness that can only be achieved when we de-junk our minds of undisciplined thinking habits and erroneous assumptions. A wealth of personal power is at our disposal when we decide to exercise control over the quality of our thoughts, when we take control of our mind, that is, when we start to think about own thinking.

Now may be a good time to examine your entire thinking process. Once we have taken inventory of the recurrent themes in our mental life, we are then better able to recognize and purge the unhelpful intruders.

When a New York Times reporter interviewed several recent winners of McArthur Genius Grants, a striking number said they kept cell phones and iPods off or away when in transit so that they could use the downtime for thinking. Time for renewal is, therefore, essential in clearing mind clutter. Meditation and other forms of quiet contemplation are actually a part of the leadership arsenal.

Think of an important meeting or encounter that you were involved in. Now reflect on what impact silence on your part

would have had on the situation and on the ensuing mind space that the spoken words appropriated. There is much to be gained indeed in cultivating some silence and you are encouraged to schedule quiet recreations for your mind just as you would schedule other forms of recreations. The outer silence will lead to inner silence and will generate both a calm stability and the power of self-control as you temporarily quiet some of your mental noise.

6. Evidentiary privileges. Federal courts, and a number of state courts, recognize marital privileges, including a right to keep marital communications confidential and to exclude adverse spousal testimony.

STAND UP STRAIGHT: The Power of Courage

Fear is the constant companion of the leader. To lead is to act in spite of this fear. There cannot be genuine power without courage – the courage to act. Fear is an emotional asset, if we see it as a messenger of important information. It tells us that what we are afraid of must be challenging and risky for us; if not, we would not fear it. And power comes from have the courage to face those challenges and risks and making a commitment not to let fear stand in the way of achievement, in the way of reaching our highest potentiality. If we befriend fear, it becomes adrenaline for the soul. It gives



us the energy and the exhilaration of action, it gives us courage.

Look back over past events and memories and search for the gifts that you would never enjoy today if you had not acted with courage. Now direct your gaze to the future and determine the three major targets that you want to achieve. What are the major fears associated with these desired achievements, the fears that require the topmost courage your part? Now think of one action – the most courageous one – that you can take today for each of these targets. This is putting your courage in motion.

YOUR ULTIMATE ADVANTAGE: The Power of Focus

You need to be ruthless about what you decide to concentrate on, setting aside everything and anything that does not contribute to the achievement of your goals. This is leadership on steroids: Having total clarity about what the crucial elements of leadership are and then deciding to be intentional about where you choose to direct your attention, would aid you in the process of developing a specialized mental vision which allows you to emotionally and intellectually see just what you need to see in order to achieve your purpose.

Your focus of attention determines your results – your entire reality. It is a powerful

mental force at your disposal; so powerful that it can even alter the structure of your brain - as outlined by Jeffrey Schwartz, MD and Sharon Begley in their book, *The Mind and the Brain: Neuroplasticity and the Power of Mental Force*. Individuals can learn to change how their brain responds to circumstances by intentionally focusing their attention in a different direction.

Think of what this self-directed neuroplasticity can do for you. The more you practice focusing, the more you increase your ability to stay focused. It's like exercising a focusing muscle.

BOB, WEAVE, AND KEEP MOVING: The Power of Resilience

Where does one start in developing resilience, in fostering a tough mental attitude? There is no doubt that resilience is primarily an inside job. One major component of resilience is the ability to use self-discipline and to control one's impulses. What areas of your life are being gratified at the expense of more worthwhile longer term benefits? What do you need to stop doing now that is preventing you from achieving these longer term goals?

Resilience is also increased as we build community and forge strong connections with others, whether family, friends, associates or spiritual or societal institutions. Insularity is a detriment to building resilience. Being a member of a close-knit community provides the support



To respond well to adversity.

Or are they holding you back? What can you do to substitute these internal maps with more viable ones??

THE GRASS IS INDEED GREENER: The Power of Humility

Leaders are purveyors of hope. They paint a picture of tomorrow that is better than today. "Even if I knew that tomorrow the world would go to pieces, I would still plant my apple tree." These inspirational words by Martin Luther King epitomize what optimism stands for – a positive life view, an unwavering belief that all is going to turn out well in the end. Optimism is a non-negotiable in your quest for leadership power.

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How do you develop this belief in a better tomorrow and the ability to deal with less than what was desired as situations evolve? We believe that one of the secrets of accomplishing this is being in that blissful and ennobling state of appreciation, experiencing the power of gratitude, of counting one's blessings.

Is optimism something we are born with or is it learned? For some lucky individuals, being optimistic comes naturally. The good news is that, for those who don't have it naturally, optimism is an attitude that can be learned and practiced. You have a unique power to control your thoughts. What is your internal dialogue? Are there any patterns that you can detect? Are these patterns increasing your personal power?

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