

SAMPLE



Who Are You Being?
FACILITATOR'S GUIDE



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Who Are You Being?



When asked how he stays so engaged in his work day after day, one of the fishmongers explains, “It’s about who you’re being while you’re doing what you’re doing.”

Effective leaders are constantly aware of who they are “being.” They know what they stand for. This commitment guides them, moment to moment, far more than the temporary ups and downs happening around them.

When you focus on who you are *being*, it influences everything you are *doing*. But if you go into a meeting or conversation *without* staying mindful of who you are committed to being, it is easy to slip into anger or impatience, only to regret later that it wasn’t who you really wanted to be.

Three steps will help you consistently “be” the leader you seek to be. The first step is to Find IT—to explore and define how you want to show up for others. Your IT may be a set of guiding principles or a passion that energizes you, leads you to make a difference and helps the organization accomplish its goals.

The second step is to Live IT. When you are clear about what is important to you, your only decision is to live it or not. But you have to make that choice as soon as you get up in the morning, and you have to constantly check in with yourself throughout the day: Am I being the person I want to be right now?

The third step, Coach IT, begins by sharing your intentions with colleagues, family or friends, and giving them permission to help you live them. Your coaches may support you by pointing out when your actions are fulfilling your IT or they may support you by telling you when your actions are not in line with who you say you want to “be.”

What you do with their coaching is up to you. But if you truly want to live your IT, listening respectfully and gratefully is essential. Your “coaches” are sharing insights meant to help you fulfill your commitments.

“First say to yourself what you would be; and then do what you have to do.”

—EPICETUS



The resources in this guide were designed to lead a session from one to two hours, but you can easily adapt them to create a session of any length.

1. Video

Who Are You Being? is 10 minutes in length. Key themes include:

- To lead intentionally, you must find your own “IT.” Your “IT” is a simple way of describing how you want to lead and live.
- Your IT is a lens that helps you see clearly if your actions line up with your intentions.
- It’s important to share your IT with “coaches” who will support you. They will let you know when your actions are consistent with who you want to be—and when they are *not* consistent.

2. Conversation Starters

Targeted questions, prompted by the video, help your group to begin exploring your beliefs about leadership. These questions help you to honestly assess whether the impact you are having is the impact you want to have.

3. Activities

Choose from several activities to help participants become engaged in their learning and take ownership of it. If you have purchased FISH! For Leaders Participant Workbooks for individual participants, we’ve provided page references so you can help them follow along during the session.

Example: *(If using Participant Workbook, see Workbook page 6.)*

4. Tips

If participants are not sure what to try or need more ideas, we’ve provided some suggestions.

5. Follow-Up

After you put your ideas into action, it helps to reflect on what you learned. What worked? What didn’t? What impact did it have on others? What impact did it have on you?

Activity #1: Find IT



Finding your IT is a way to keep in the front of your mind what matters to you, and how to live in a way that satisfies your commitments to the organization. For example, if your IT is Caring, you will work just as hard to do your job but do it in a way that supports the people you're working with.

Why does having an IT matter? Most people spend up to 65 percent of their waking hours working, preparing for work, traveling to and from work, or decompressing after work. If your job is just about getting through the day, 65 percent of your life is just getting through the day. If your IT is about being Caring, 65 percent of your life (and more) will reflect that.

Instructions

Ask participants to list three words or phrases that describe how they want to show up as leaders.

- 1.
- 2.
- 3.

(If using Participant Workbook, see Workbook page 6.)

To help them clarify their IT, you may ask any of the following questions.

- What does the organization or team that I am leading do for people? (You can start with your company's mission, vision or values statement, but don't be afraid to go beyond it. For example, Rob Gregory of Rochester Ford Toyota says his service team has made the connection that when they fix someone's car, "We're helping them go on vacation, we're helping them spend time with their family, we're giving them peace of mind.")
- How does what I do contribute to our organization?
- What brings me joy at work? What energizes me, no matter the job or situation?
- What impact do I want to have on people?
- SUPER BONUS QUESTION: If I could be a superhero, who would I be? What would my special powers be? What impact would I have on people?

Activity #2: Live IT



When you are clear about your IT, that lens gives you an increased awareness of whether your actions line up with who you want to be. For example, if part of your IT is to Be There for people, it's more difficult to be impatient or upset with people. You can see clearly that those choices are *not* being there.

Your IT should naturally call you to actions that fulfill it. If your IT is Making a Difference for Others, and you see a coworker who seems upset or exhausted, you will want to ask if there's anything you can do to help. If your IT is helpful, the decisions you make about team members will demonstrate your genuine concern for them.

You will also see that living your IT is not dependent on what others do. We have heard people ask, "Why should I try to live my IT when my organization doesn't live what it is supposed to stand for?" The organization may indeed have a vision or values that some of its members are not living—but the only person you control is *you*. If you are living your IT, the organization is at least living it through you. And you experience the satisfaction of living with integrity.

Instructions

Ask participants to answer these questions:

- In what areas of my life am I living my IT already and where am I not?
- What gets in the way of me living my IT?
- What will I do to overcome these obstacles?

(If using Participant Workbook, see Workbook page 7.)

Tips

- To Live IT, you may have to change some things in your life. You may need to ask yourself, "Are there things I am doing that don't fit my IT? Are there things I need to be doing to live IT?" Choose two situations that might challenge you to live your IT. Write how you handled it before. Then write how you would handle the same situation when you are living your IT. For example:

Situation: A colleague complains to me about Bob.

How I did it before: I'd join in and blast Bob, or say nothing while the other person complains.



Tips on asking for coaching

- The more specific you are about the kind of coaching you want, the safer people will feel about coaching you. Create a “coaching permission slip” for people that lists your IT, along with a few details on what living IT looks like and what IT doesn’t look like in your daily life. Hand them out. If people see you not living your IT, they can present you with the permission slip and offer their thoughts.
- Post your IT (in words or even with a picture) outside your door, along with a sign, “Ask me about my IT.”

Tips on receiving coaching

- Ask yourself, “What can I learn from this? How will this help me live my IT more consistently?” If life is about learning, being coached is an opportunity to grow. Remember: the person who is offering the coaching is sharing their perception of your impact. Are you willing to see yourself through their eyes?
- As you put the coaching into action, check back with the person and ask, “How am I doing? What can I do better?” Restate what you are hearing to confirm your understanding. Ask clarifying questions to gain more useful insights from those who coach you. For example: “When you say the team didn’t feel I supported them, can you give me specifics about what I said or how I said it that had that impact?”
- Sometimes coaching hits home and you immediately know what you need to do. Other times the coaching may not seem relevant. Don’t disregard it entirely. Put the coaching on the shelf, and if you hear it again from someone else in a similar form, you’ll know you should pay attention to it. After thinking it through, if you believe the coaching was *not* helpful, you may need to reconnect with the person and clarify your IT and the particular coaching you’re looking for. You might say: “I appreciate you sharing your feelings with me. As I go forward, I’m really looking for help in (specify the area). If you see me not being that, please let me know.”