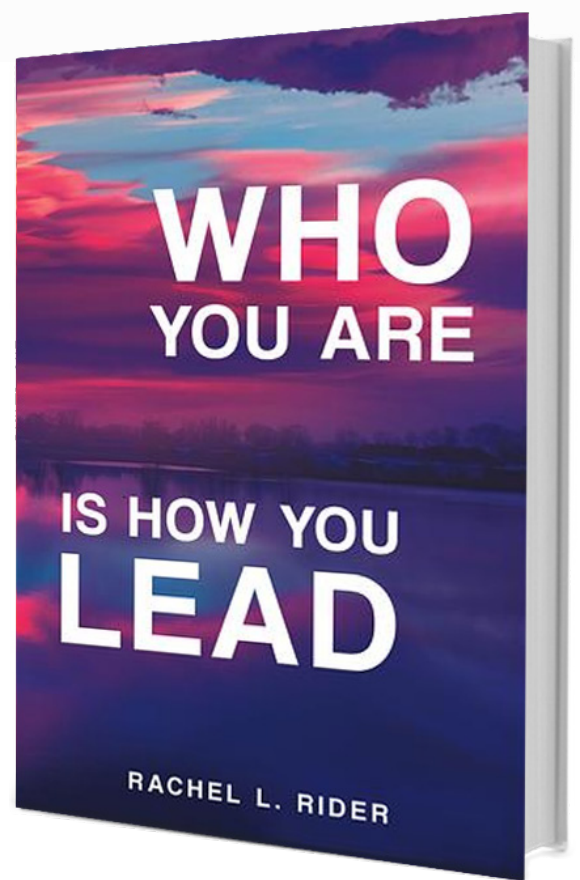


BOOK GUIDE

Who You Are Is How You Lead was created to help you more deeply access and explore your inner world so that you may show up as your most authentic version of yourself as a leader.

I've created this guide to accompany and support you on your journey inward, hopefully providing a clear map as you go. May this guide help you explore the beautiful landscape of your inner world and feel comfortable bringing it forward in your life.



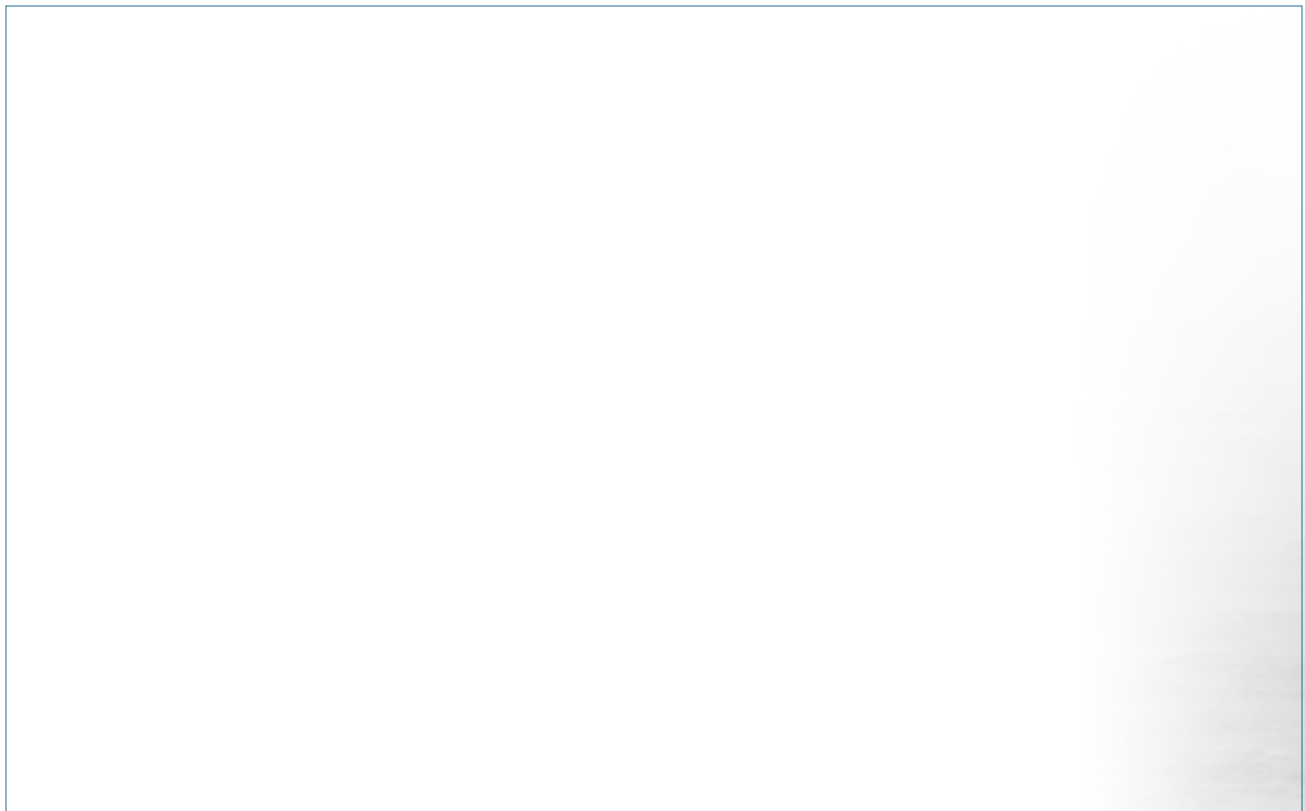
CHAPTER 3 | IDENTIFYING DRIVERS: YOUR ANCHOR IN THE STORM

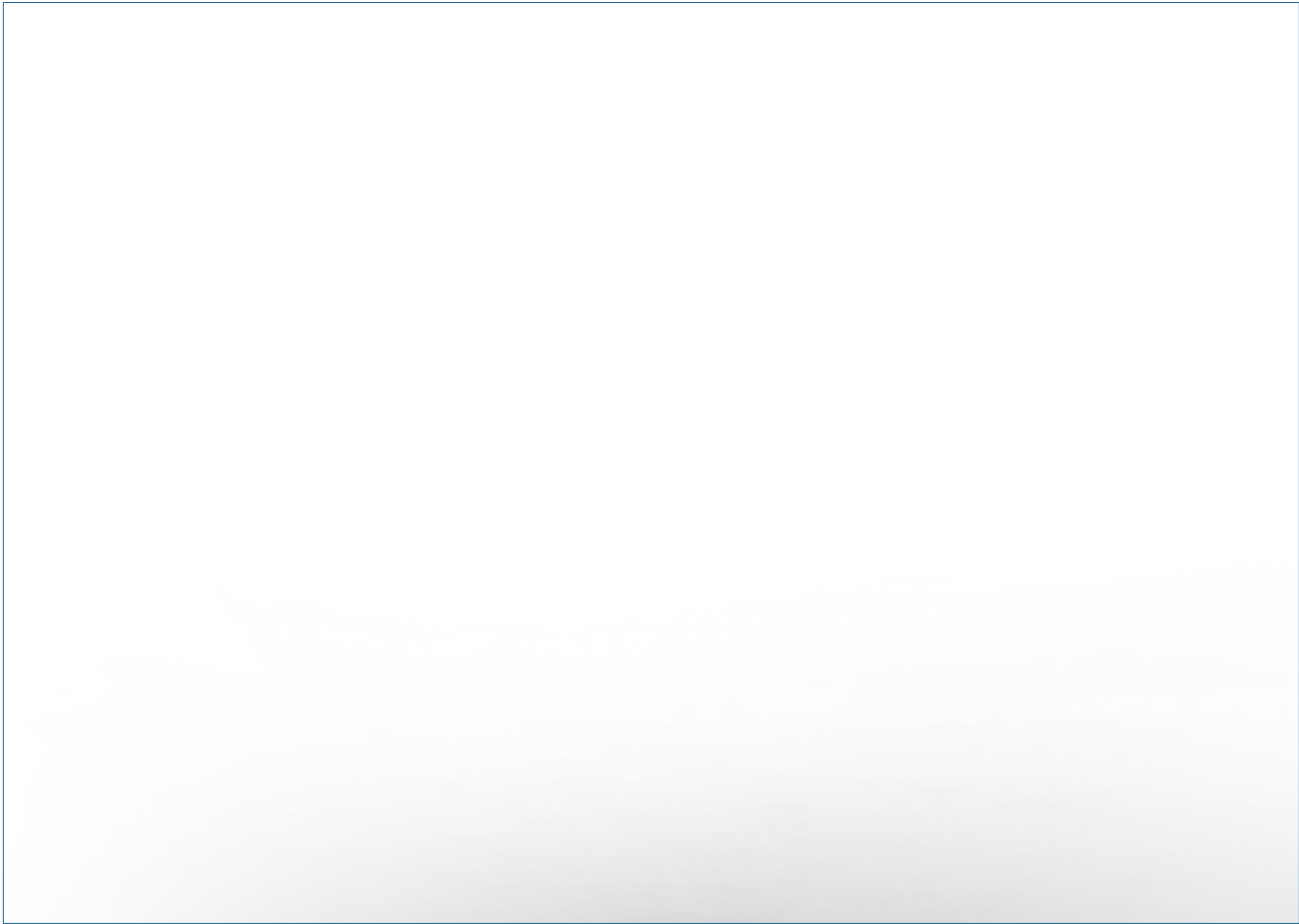
Reflection:

Your driver is the “why” behind your work. Lets help you start to identify it as it will be your anchor in the storms of your professional life.

- What’s your big, compelling reason for becoming a powerful leader?
- How would you spend your days if you had all the money and time you desire?
- Where do you feel the most energized during the day (without caffeine)?
- What brings you joy?
- What kind of impact would you love to have?

Don’t worry about getting the answers “right.” Consider this a snapshot of a moment in time.

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CHAPTER 4 | CULTIVATING AWARENESS

Reflection:

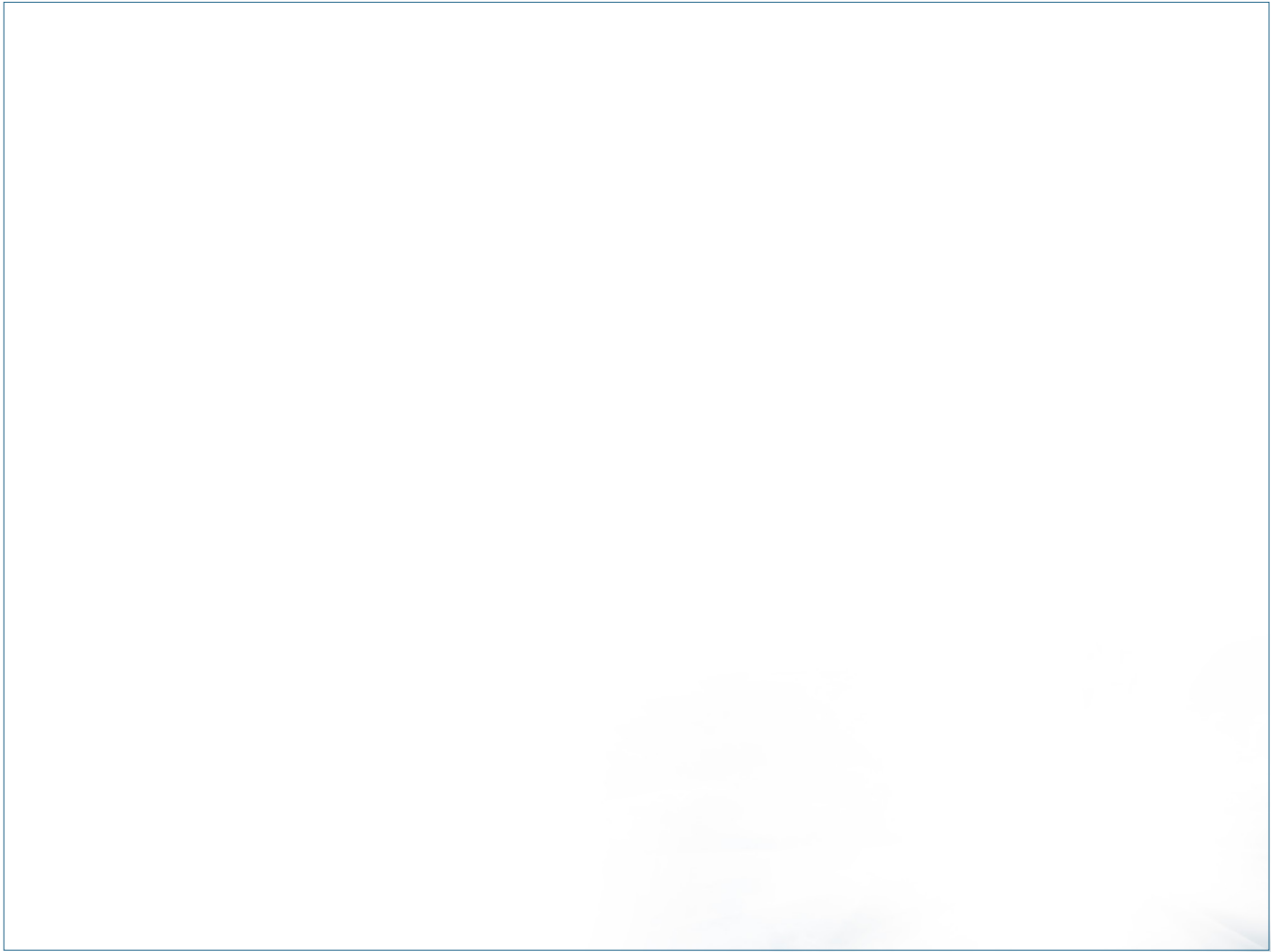
Awareness provides insight. When you cultivate awareness, you have immediate and valuable information that you can use. You'll shift from reactive to proactive in responding to any situation and feel more in control of what's happening.

It's important to start by identifying what is not working. Then you collect the data, paying attention to yourself and the circumstances. The data will start to point to your deeper patterns.

Take a moment to think about a challenging situation at work. Set a goal around collecting data on that situation this week.

When you're reflecting on the difficult situation, get curious about:

- What happened right before the moment when things got challenging?
- What thoughts were running through your head?
- Where else do you see these kinds of thoughts arising? What do those situations have in common?
- How are others responding to you in word and body language? How do you feel?
- What was your body telling you? Note if or when the below started happening. How would you connect those physical sensations to what was happening in the moment?
 - You suddenly felt frustrated, anxious, or experienced an unwarranted sense of urgency.
 - Your chest felt tight or constricted.
 - Your pulse started to race or pound.
 - Your palms sweat.
 - You felt foggy or unable to focus on what someone else is saying.

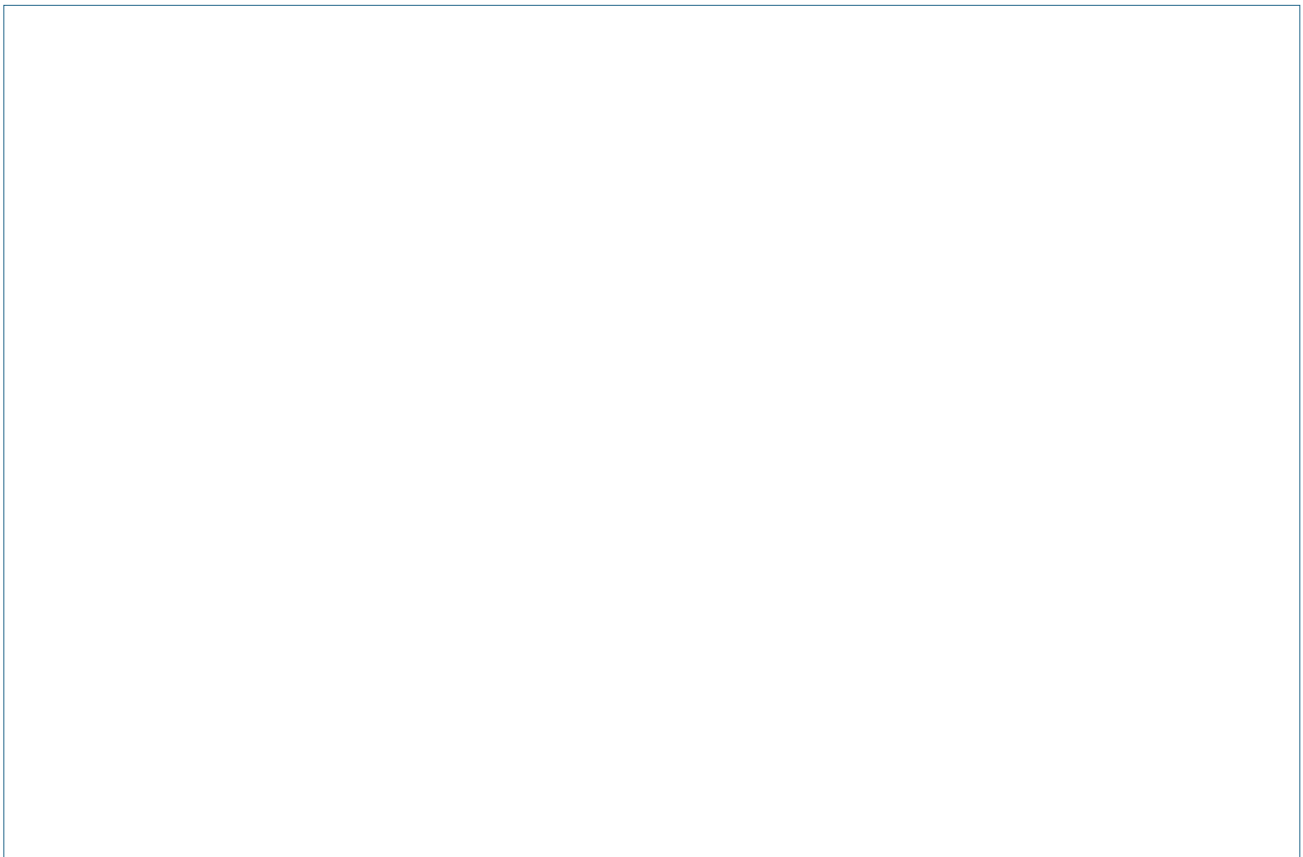


CHAPTER 5 | READING THE ROOM

Reflection:

This time you are cultivating awareness of your people's unspoken signals, reading the room. Reflect on a conversation or meeting you had, and ask yourself these questions:

- What did I notice about the other person's body language and response?
- How can I tell when something I said was well received?
(Example: Were people leaning in, engaged, asking questions, nodding?)
- How can I tell when something I said has not landed?
(Example: Are people looking away, fidgeting, silent, or distracted?)
- What other cues might signal that it is time to shift my approach?

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CHAPTER 6 | PATTERN IDENTIFICATION

Reflection:

Identify a recurrent pattern of response, feeling, or behavior. This is not always easy. A good place to start is an area where you feel trapped or stuck in a rut. A great way to identify a pattern is to look at those behaviors that you feel you “just have to” do but aren’t doing yet.

Examples: “I just have to get to the gym.” “I just have to delegate more.”

Notice how “I just have to” means you’re not doing it now.

What behaviors are getting in the way of achieving what you want?



CHAPTER 7 | DISRUPTING PATTERNS

Reflection:

You, too, can learn to pick up on your body's messages and use its guidance in straightforward, practical ways that make a difference for yourself and your people. (Hint: the body is a direct connection to your inner compass.) Listening to and heeding the nervous system strengthens your relationship with yourself, which strengthens your relationships with your team, colleagues, and other stakeholders.

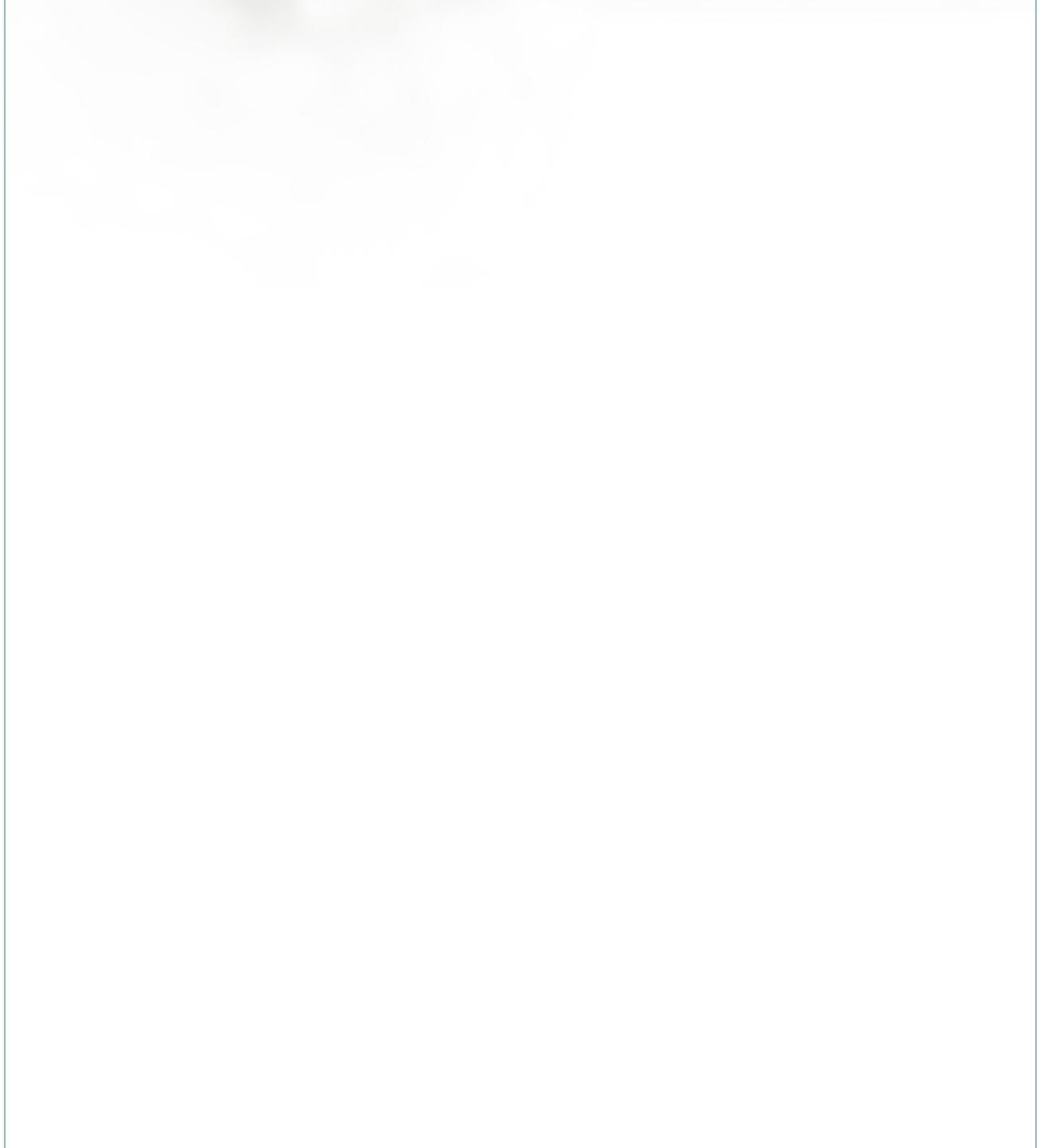
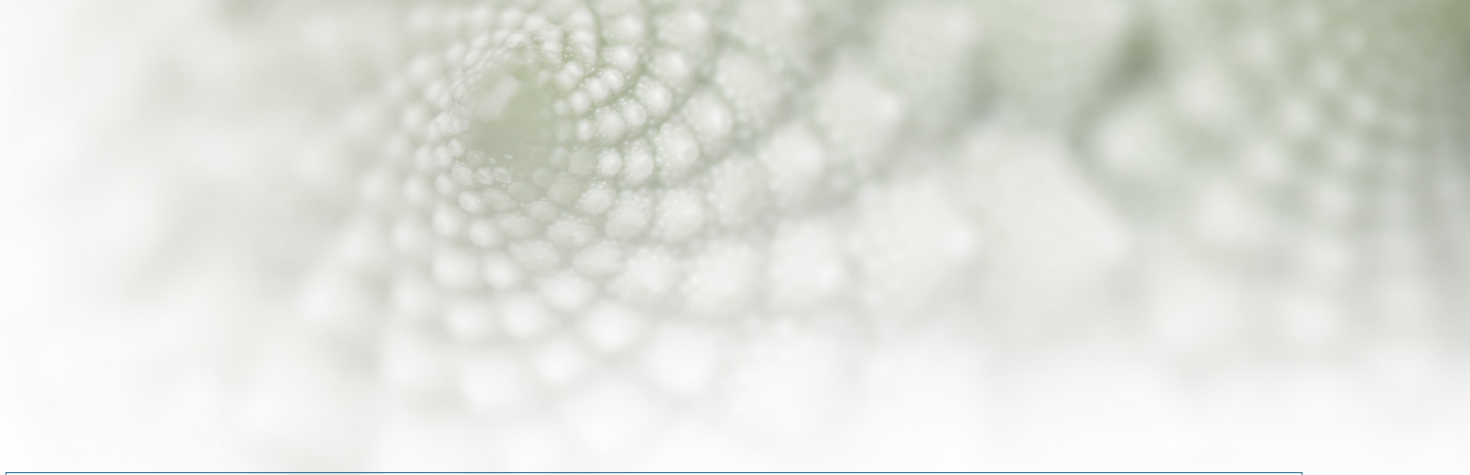
Your exercise is to select one of the patterns you identified at the end of the last chapter.

Ask yourself:

- On a scale of 1 to 10, 1 being entirely appropriate and 10 being outrageously misattuned, how appropriate is my reaction to the situation?
- What information is this reaction offering me?
- What part of my reaction do I want to listen to?
- What part may reflect something from my personal history that I brought with me?
- What do I notice when I try to not engage my usual pattern?

Disrupting patterns is vital for you to be in charge of your reactions. It is incredibly powerful once you become accustomed to witnessing your physical response without falling into a knee-jerk reaction. This means becoming comfortable with being uncomfortable. Stand witness to what is revealed. It's not about overriding the pattern; it's stopping to observe the pattern.

Remember to be compassionate with yourself as you disrupt a pattern. It can be easy to beat yourself up. This is especially true as you become familiar with recurrent patterns. You may feel like "I've been here before," and you probably have. Notice how your relationship to the pattern has changed. Remember that this path is not linear; it's a spiral journey. Even if you are stuck in perpetuating the pattern, simply acknowledge: "I am choosing to indulge this pattern right now." By coming from a place of choice, you can then shift things to move toward releasing the old pattern.



CHAPTER 8 | EMBRACING YOUR SURVIVAL MECHANISMS

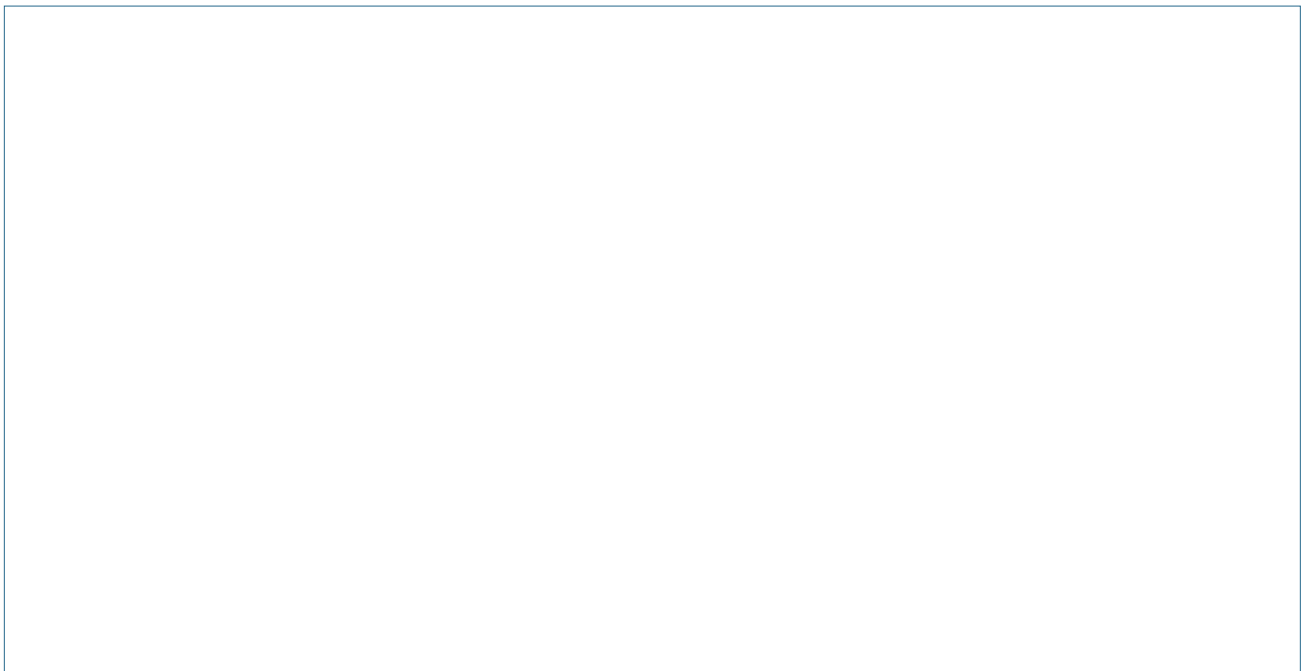
Reflection:

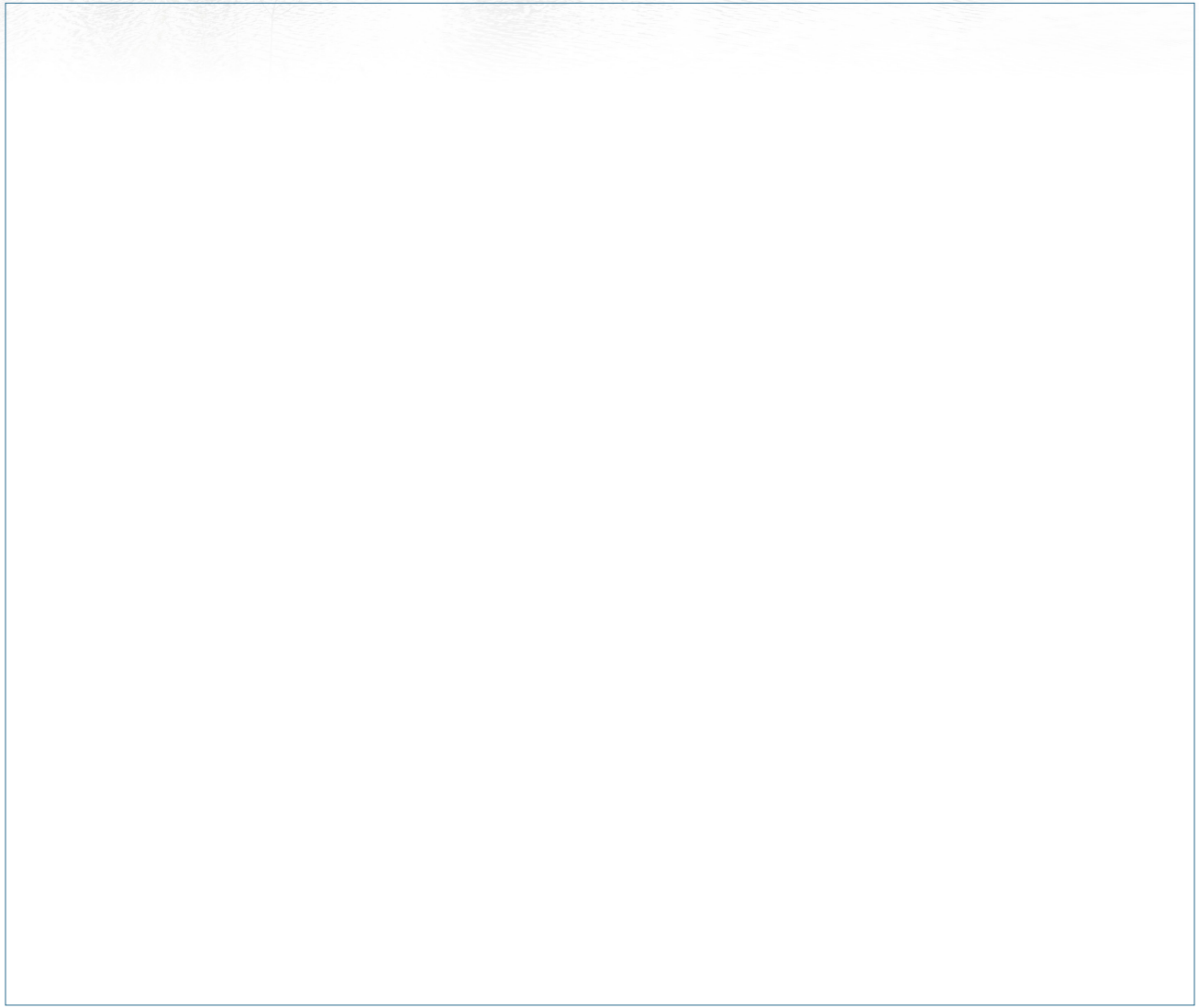
Take a closer look at a pattern you are experimenting with disrupting at the end of the last chapter.

- What is the survival mechanism, the deeply entrenched story behind that pattern?
- How did that mechanism serve you in the past?
- When did you first learn that survival mechanism?

Thank your survival mechanism for its hard work. Throw it a party! You can't begin to shift a pattern until you start celebrating and honoring your survival mechanisms behind it. Embrace your survival mechanisms; sit and be with your "beautiful monsters" without judging or rejecting them.

This is a crucial step because when you identify your survival mechanisms and have the courage to start to shift them, resistance shows up. Resistance can stop you in your tracks if you don't understand how to meet it and move through it. That is where we head next.





CHAPTER 9 | UNDERSTANDING YOUR RESISTANCE

Reflection:

Notice the indicators of resistance, in yourself.

- Where is resistance getting in the way of you doing something you want to do?
- How is resistance slowing your progress? For yourself as an individual, or your team?

Simply becoming aware of your resistance (*remember the chapter on cultivating awareness*) will allow you to recognize it, name it and get curious about what hides underneath it.







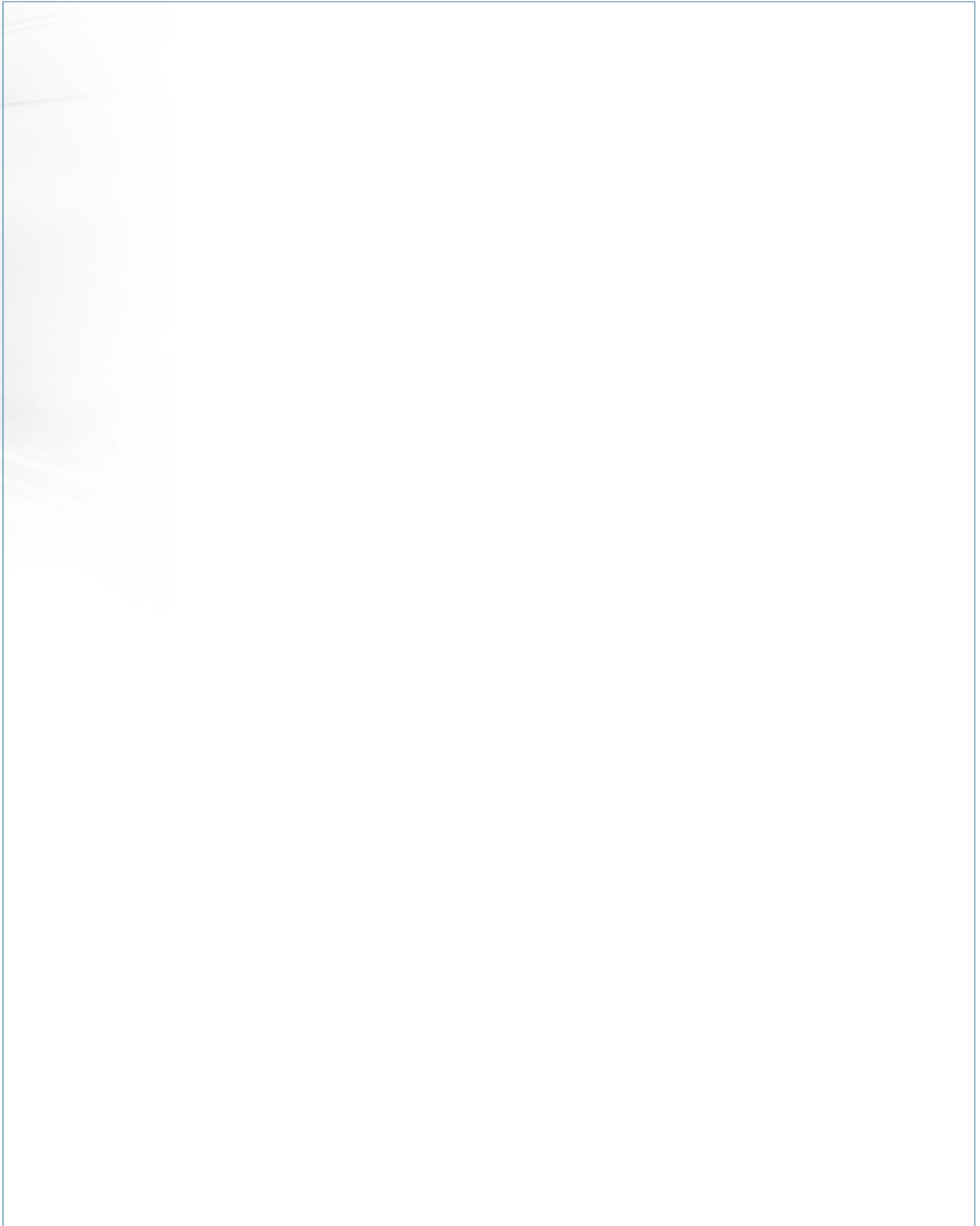
CHAPTER 10 | SURVIVAL MECHANISMS BECOME YOUR SUPERPOWERS

Reflection:

What mechanism did you identify in the chapter on embracing survival mechanisms, or what triggers have floated to the surface while reading this chapter?

- What aspects of your survival mechanism no longer serve you?
- How has your survival mechanism helped you? How has it taken care of you?

From this, what underlying wisdom does your survival mechanism bring that you would like to carry forward?



CHAPTER 11 | CULTIVATING COMPASSIONATE ACCOUNTABILITY

Reflection:

Identify a pattern, survival mechanism, or resistance that's keeping you stuck—perhaps one of the ones you identified in a previous exercise.

Then, disrupt it. Ask a “what if” question. If you're stuck making a decision, you could ask, “What if I just say YES?”

Notice: what is your immediate internal response? Does an underlying belief come to the surface?

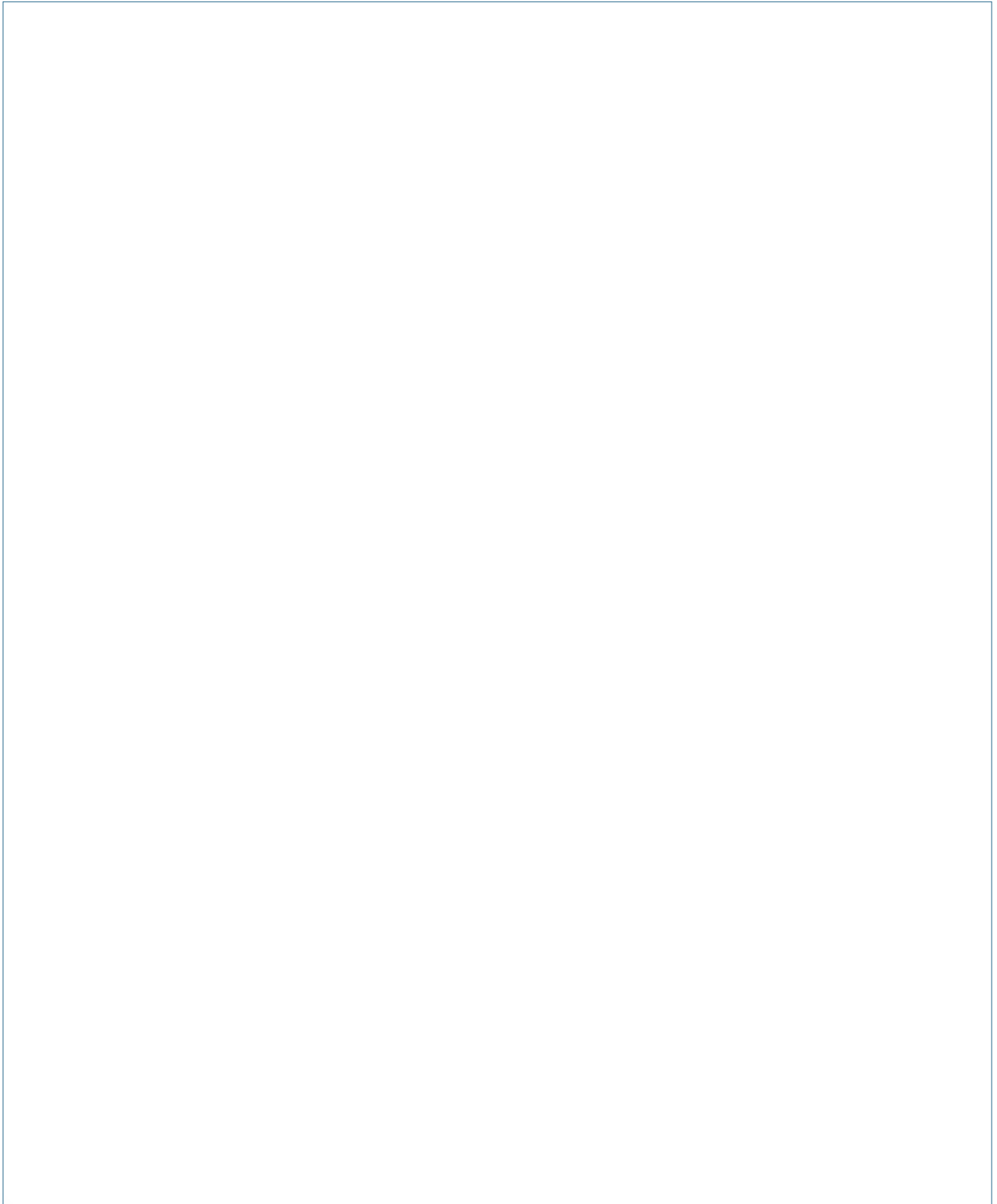
Challenge that belief: How true is it? Poke holes in its logic.

Visualize the holder of this belief that has come to the surface. What age is the holder of the belief? What are they wearing? If those questions do not bring something forward, ask yourself who they remind you of?

Once you have that visualization in mind, pause, and acknowledge how that mechanism has helped you. Thank it. Don't rush this part. As I talked about in the chapter on understanding resistance, the more slowly that you go through this step, the faster and longer-lasting your results will be.

Finally, find a different job for your survival mechanism. Or, as in Aliyah's case, give it an opportunity to take a break. Allow it to go on a vacation. Find a way to work with your pattern, rather than rejecting it outright.





CHAPTER 12 | CHALLENGING ASSUMPTIONS

Reflection:

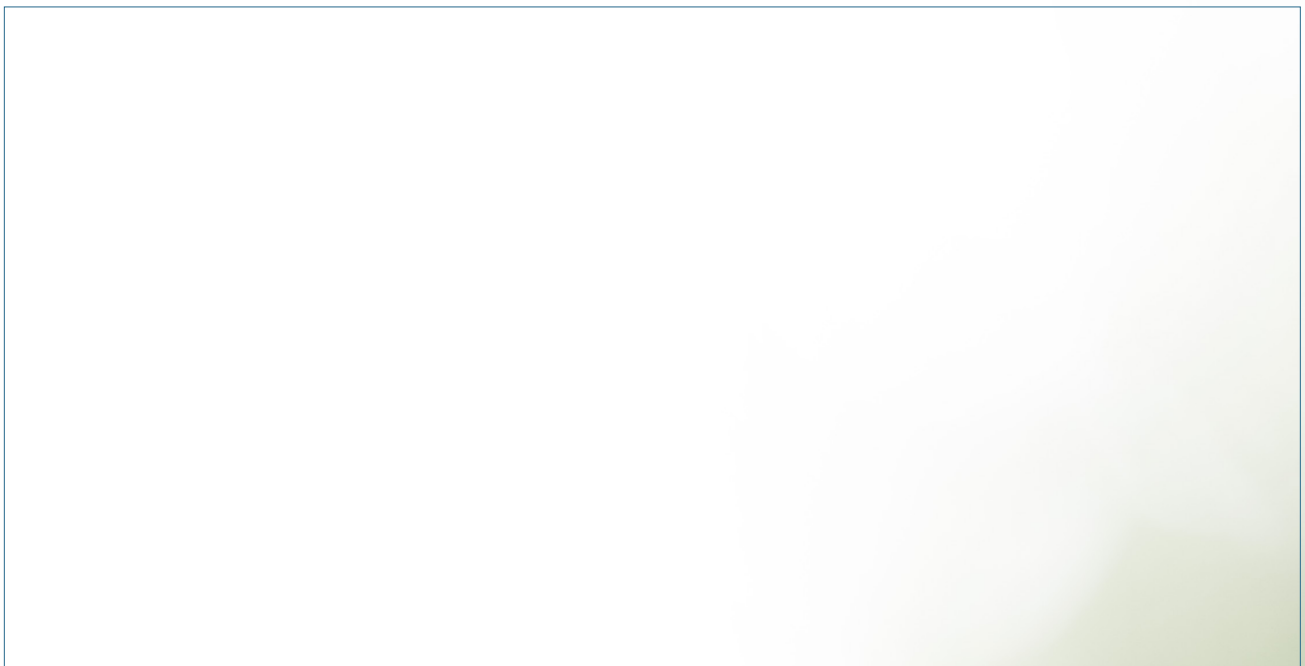
Consider a seemingly untenable, impossible situation at work, especially in your relationships.

What are the statements you're making about the situation? Are there any if/then, either/or, or other absolute statements in place?

Once you've identified some of these statements, ask yourself:

- To what degree are these statements true?
- If true: What do I need to do to make them not true?
- What would having both/and look like?

When you begin to challenge your assumptions, it allows you to shift your unhelpful belief systems, so that you can create new habits to replace them. Shifting your belief systems enables you to work with your colleagues and teams, unfettered by unconscious bonds to old stories, experiences and triggers, that have no place at work.

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CHAPTER 13 | NURTURING NEW HABITS

Reflection:

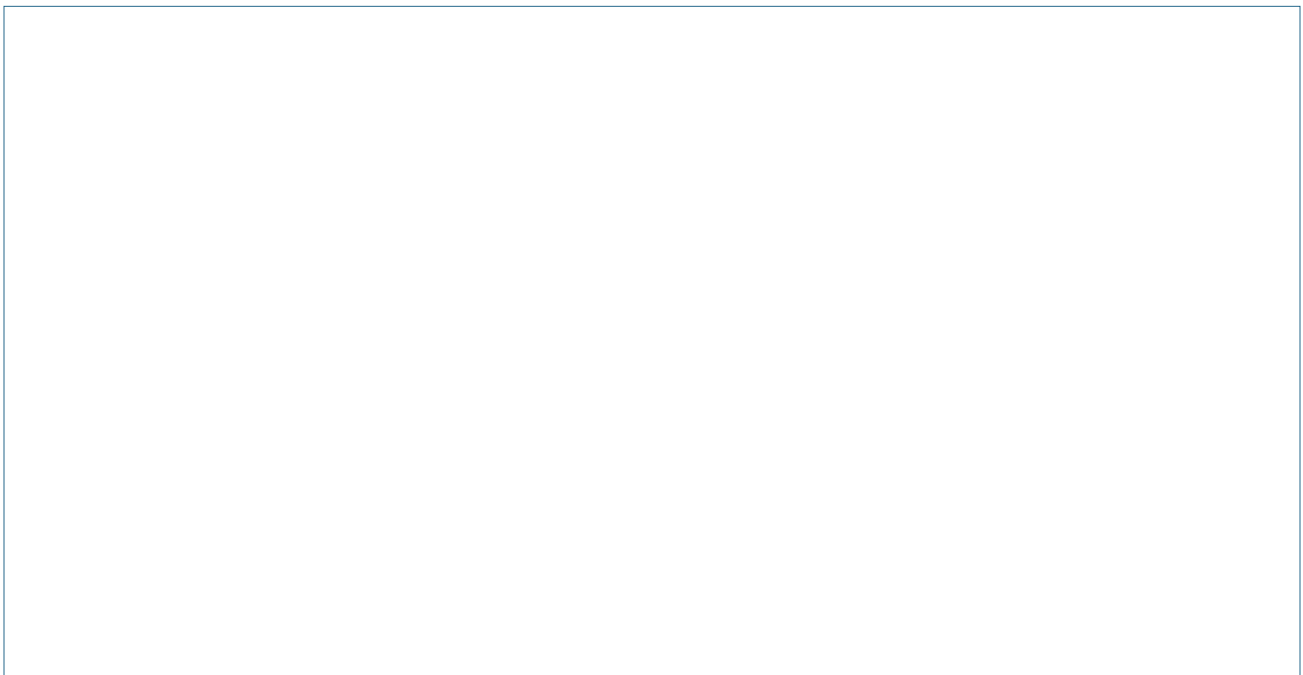
First step: Notice when you think you're "regressing" or stumbling in the process of establishing a new habit. Reframe this awareness as a positive. It means that you have an opportunity to recommit to the new behavior or habit—which is the whole point. It means you're doing it right.

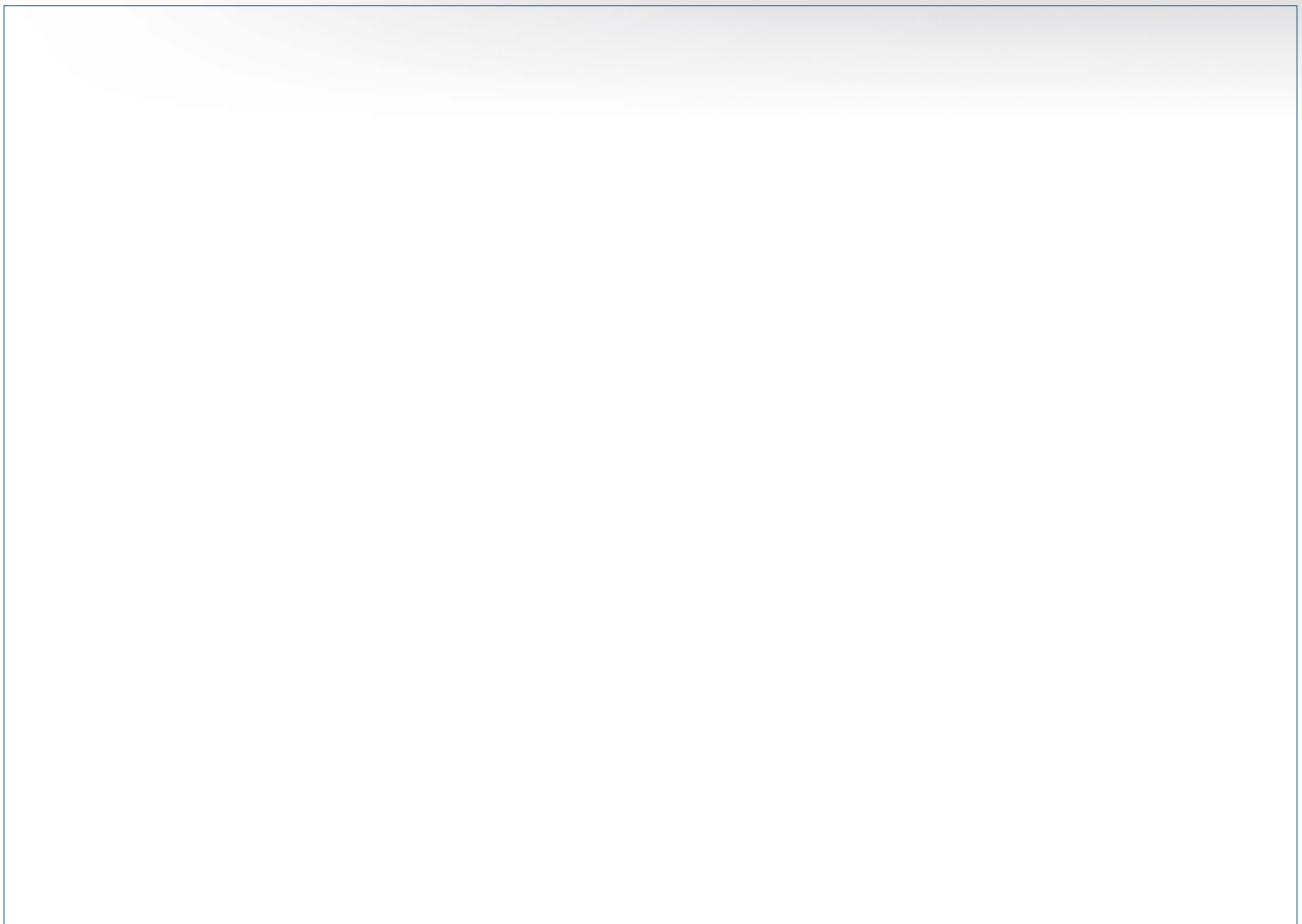
Next: notice what theme is at play when you're having trouble with a new habit. Notice what is happening when you break the habit. What circumstances or feelings come up in the moments before you "regress"? Is there a feeling of urgency or anxiety?

Each decision is a series of micro-decisions. Where could you have paused? Where was there an opportunity to decide differently, leading you not to break the habit?

These reflections are important as you can bring that intention into the next moments in recommitting to the habit.

How can you recommit to your new habit right now, in this moment? What supports can you put into place, such as Chris did, to help you stay on track?

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CHAPTER 14 | IDEAL STATE

Reflection:

How do you begin envisioning your ideal state? I like to go back to Sesame Street. Sesame Street has a mantra they repeat during every episode, where whenever the characters encounter a problem, the solution starts with:

"I wonder...

What if...

Let's try..."

Ask yourself some of the questions Jonas asked himself:

- Where is my time best spent?
- Who do I want to be?
- What do I want my life to look like?
- What do I want my legacy to be?

Begin your responses to these questions with:

I wonder...

What if...

Let's try...





If this book and guide does even a part of what I wish for you, then the seed has been planted for transformation. As we reach the end of our time together, you are already at this beginning of change. May cultivating a relationship with your inner world provide you these gifts: May your experience of life change, even if nothing outside of you changes. May you wake in the morning happy and excited for the day, and may you put head to pillow at the end of the day feeling fulfilled and at peace. May you become exactly who you want to be.