

## Primal Leadership by Daniel Goldman

- 💡 I foster good feelings in those that I lead - freeing the best in people
- 💡 As a leader, I act as an emotional guide and manage meaning for my teams
- 💡 I give praise, criticize well and offer support to others' needs
- 💡 I frame my teams' missions in ways that give more meaning to each person's contribution
- 💡 I give others a sense of clarity and direction
- 💡 I smile often because it is contagious and makes others feel good
- 💡 I find ways to laugh each day
- 💡 I practice emotional positivity so that others feel good around me
- 💡 I stay attuned to the feelings of others and help to move them in a positive emotional direction (by calming fears, assuaging anger or joining in good spirits)
- 💡 I speak authentically from my own values and resonate with the emotions of those around me - leaving people uplifted and inspired
- 💡 I leverage more than my intellect as a leader; I execute a vision by motivating, guiding, inspiring, listening, persuading and creating resonance
- 💡 I stay alert for when I'm stressed and my limbic (emotional) brain begins to take over my thinking brain
- 💡 I leverage self-awareness, self-management, social awareness (empathy) and relationship management to become a more resonant leader
- 💡 I leverage humor (especially when things are tense) to send positive messages that shift the underlying emotional tone of interactions
- 💡 I drive to achieve results, take initiative, foster collaboration & teamwork and lead teams effectively
- 💡 I stay focused on how satisfied I'll feel when I accomplish my goals
- 💡 I take inevitable setbacks, frustrations and failures in stride; focusing instead on the hidden growth opportunities and life lessons
- 💡 I leverage my emotions as part of my rationality
- 💡 I listen to my gut and the wisdom of many years of implicit learning
- 💡 I leverage self-management to free myself from being a prisoner of my feelings
- 💡 I avoid returning aggression of any kind - giving others a chance to calm down
- 💡 I maintain my integrity through impulse control - which keeps me from acting in ways that I will regret
- 💡 I employ empathy by taking others' feelings into thoughtful consideration and making intelligent decisions
- 💡 I am approachable and listen carefully to others - enabling me to help meet their needs
- 💡 I employ authenticity, persuasion, conflict management and collaboration to skillfully handle emotions and lead others effectively
- 💡 I practice friendliness with a purpose; moving people toward meaningful outcomes
- 💡 I leverage what people value most deeply to move them most powerfully
- 💡 I am a company of one - I have no team, no power; I can't tell people what to do - but I convince them by appealing to their agenda
- 💡 I articulate a clear vision that rings true to me and tie it to the shared hopes and values of others
- 💡 I share openly and transparently to create trust and inspiration
- 💡 I help others identify their strengths and weaknesses; and tie them to their personal and career aspirations
- 💡 I am authentic; listening first and then giving advice that is truly in the best interest of others
- 💡 I promote harmony and friendly interactions among team members
- 💡 I keep it safe for others to speak up - recognizing that transparency enables solutions
- 💡 I strive to learn new leadership approaches that raise my own performance and that of those I lead
- 💡 I give others the sense that their jobs / activities fit into a grand, shared mission
- 💡 I value the talents and abilities of others - and focus on correcting ways of working over character
- 💡 I leverage the right approach in the right moment and switch between leadership styles as needed
- 💡 I look for ways to improve my emotional intelligence - self-awareness, self-management, social awareness and relationship management
- 💡 I seek, consider and act on feedback about my performance
- 💡 I seize opportunities for 1:1 coaching and feedback sessions with my team members; balancing criticism with positive reinforcement
- 💡 I maintain a positive attitude about learning so that I retain what I learn
- 💡 I practice new skills repeatedly so that I can strengthen new neural pathways and form new useful habits
- 💡 I recognize that when a limbic connection (emotional experience) has established a neural pattern, it takes a limbic connection to revise it
- 💡 I look for opportunities and external help to confront discontinuity - the gap between my ideal self and my current real self
- 💡 Connecting with my dreams releases my passion, energy and excitement about life
- 💡 I make lasting changes through my strong commitment to a future vision of myself
- 💡 I am emotionally engaged in my self-development and connected to what really matters to me
- 💡 I am in tune with others' vision because I am open to their hopes and dreams
- 💡 I actively seek out negative as well as positive feedback so that I can improve
- 💡 I look for and address gaps between my ideal and real selves
- 💡 I focus my leadership development plan on learning goals according to my strengths and key gaps
- 💡 I leverage on-the-job daily events and environments to practice my learning goals
- 💡 I ensure that my learning goals resonate with my dreams
- 💡 I perform better when I visualize activities beforehand
- 💡 I fit my learning goals into the structure and rhythm of my life
- 💡 I improve my leadership style by becoming aware of bad habits, consciously practicing better ways and rehearsing new behaviors until they become automatic
- 💡 I manage my emotional impulses first and then practice new habits and modes of leadership
- 💡 The more time I put into practicing, the greater the payoff
- 💡 I use mental rehearsal to anticipate how I might handle challenging situations rather than resorting to impatience and judgment
- 💡 I clearly picture myself achieving my ideal state and then maintain that focus
- 💡 I draw on others as I work on closing the gap between my real and ideal selves
- 💡 I manage stress effectively to maintain my ability to learn, reason and communicate effectively
- 💡 I use coaching and mentoring to help others discover their dreams, strengths & gaps and establish a learning plan
- 💡 I focus on open discussion and disagreement about ideas -- as opposed to attacks on people who hold disparate views
- 💡 I help my teams face our collective emotional reality and examine our shared habits that create and hold that reality in place
- 💡 I recognize that norms represent implicit learning at the group level

- 💡 I help my teams uncover less productive norms and come together around new ways of working
- 💡 As a leader, I leverage emotional intelligence to ensure that people feel competent, confident and creative
- 💡 I leverage dynamic inquiry to let people discuss their feelings about what is and isn't working
- 💡 I am a model of the changes that I want to see; involving others in the process of creating a new vision
- 💡 I put systems in place to support new habits and ways of doing things
- 💡 I ensure that how teams feel about what they do is just as important as what they do
- 💡 I leverage attunement to win hearts and minds by moving people emotionally as well as intellectually
- 💡 I recognize that none of us is as smart as all of us
- 💡 I am available, accessible and transparent
- 💡 I maintain enough distance in relationships to retain accountability
- 💡 I focus on underlying issues and solutions to create common ground and understanding about what needs to change and why
- 💡 I connect people's personal goals with meaningful vision and make it safe to explore ways to reach the vision
- 💡 I get involved, look for places to contribute and live my mission
- 💡 I slow down in order to speed up
- 💡 I turn vision into action by demonstrating what the vision looks and feels like; and how people can live it today and into the future
- 💡 I create and change rules to support my vision
- 💡 I recognize that for a new vision to take hold, it must spread through every level of an organization
- 💡 I help to transform organizations from the top as a strategic priority
- 💡 I break rules when necessary; without scaring people away
- 💡 I generate emotional engagement with my own passion and dreams, those of my team and our overall strategy / vision
- 💡 I give people good reasons to improve and grow
- 💡 I manage my disruptive emotions so that I can maintain focus and think clearly - especially under pressure
- 💡 I lead through relationships rather than power
- 💡 I hone my leadership instincts - to know when to be collaborative and when to be visionary, when to listen and when to command
- 💡 I naturally nurture relationships, surface simmering issues and create the synergies of a group in harmony
- 💡 I work constantly on improving emotional intelligence because it becomes more important the larger my roles and responsibilities
- 💡 I pay attention to how my emotions affect my relationships and my overall effectiveness
- 💡 I strive to be authentic - able to speak candidly about my emotions and with conviction about my guiding vision
- 💡 I am graceful in learning where I need to improve and welcome constructive criticism and feedback
- 💡 I manage my disturbing emotions and impulses - and channel them in useful ways
- 💡 I create and seize opportunities - rather than simply waiting
- 💡 I see others positively and expect the best of/from them
- 💡 I seek to understand and appreciate others' perspectives
- 💡 I embody what I ask of others and articulate a shared mission in a way that inspires them
- 💡 I surface conflicts, acknowledge feelings and views from all sides, then redirect energy toward shared ideals
- 💡 I model respect, helpfulness and cooperation