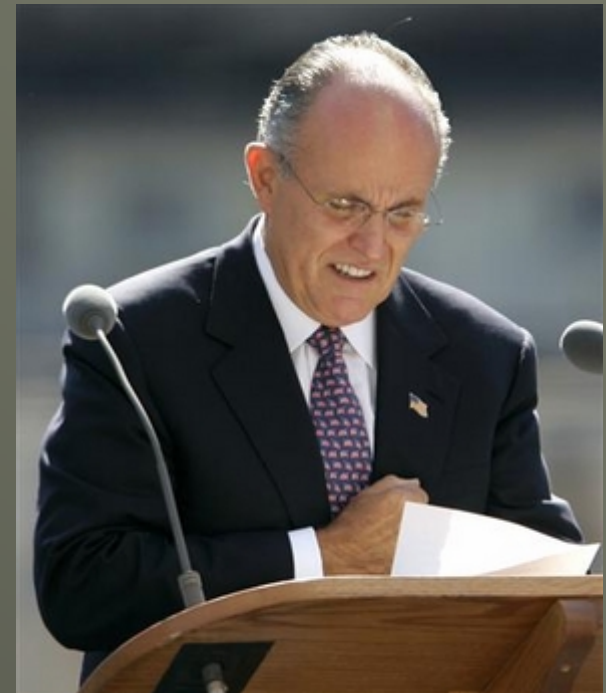


Inside Out Leadership

"I didn't dust off some secret book reserved only for national emergencies, but did my best to implement the same leadership I used through my two terms as mayor, five years as U.S. Attorney, and two stints in the Justice Department, as well as my bout with cancer and other battles and roles in which I learned valuable lessons." ...Rudy Giuliani, referring to September 11 in his book, Leadership



Elements adapted from MOMENTS OF GREATNESS: ENTERING THE FUNDAMENTAL STATE OF LEADERSHIP, by Robert E. Quinn, Harvard Business Review, July—August, 2005

Inside Out Leadership

Leaders are often at their best in times of crisis

- 9-11, Rudy Giuliani, George Bush



- Why do you suppose this is?



Inside Out Leadership

Leaders are often at their best in times of crisis

- Leaders are at the top of their game when they act from their deepest values and instincts.
- Usually they tap into these fundamental qualities during crisis...Robert E. Quinn, U. of Michigan
- Brings us to our fundamental state of leadership



Inside Out Leadership

The Human Condition—Normal State

- **Comfort Centered**—path of least resistance
- **Externally Directed**—driven by expectations of others
- **Self Focused**—personal needs trump the collective good
- **Internally Closed**—ignore external stimuli that challenges us

Inside Out Leadership

Inside Out Leadership—From the Gut

- **Results Centered**—what is the objective?
- **Internally Directed**—driven core values
- **Others Focused**—willing to sacrifice for the right thing
- **Externally Open**—to external stimuli that challenges us

Inside Out Leadership

Inside Out Leadership—Steps

- Recognize you have been there before
 - Recall a **SIGNIFICANTLY DEMANDING** experience—what happened regarding:
 - Intention
 - Integrity
 - Trust
 - Adaptability

Inside Out Leadership

Inside Out Leadership—Steps

- Analyze your current state—4 questions
 1. Am I focused on the objective at this moment?
 2. Am I being directed from my core values?
 3. Am I others focused?
 4. Am I externally open?

Inside Out Leadership

The Human Condition

COMFORT CENTERED

I stick with what I know

EXTERNALLY DIRECTED

I comply with others' wishes in an effort to keep the peace.

SELF FOCUSED

I place my interests above those of the group

EXTERNALLY DIRECTED

I block out external stimuli in order to stay on task and avoid risk.

Inside Out Thinking

RESULTS CENTERED

I venture beyond familiar territory to pursue ambitious new outcomes

INTERNALLY DIRECTED

I behave according to my values.

OTHERS FOCUSED

I put the collective good first

INTERNALLY DIRECTED

I learn from my environment and recognize when there's a need for change.

Inside Out Leadership

Inside Out Leadership—Sustainability

- **The Bad News—Most leaders can't stay there all the time**
- **The Good News—If we model it most of the time, those we associate with will bring us back when we slip.**