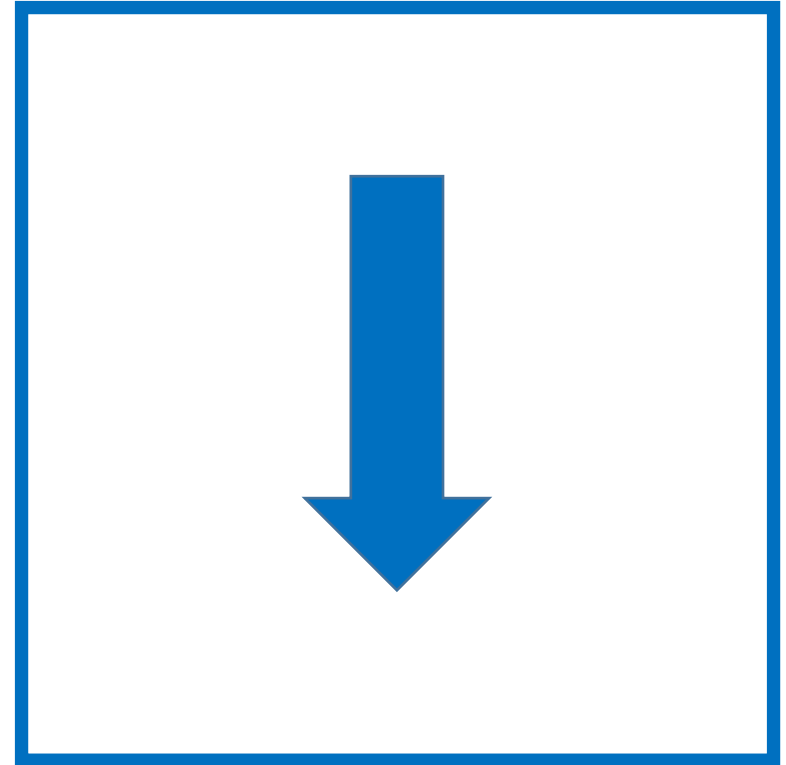
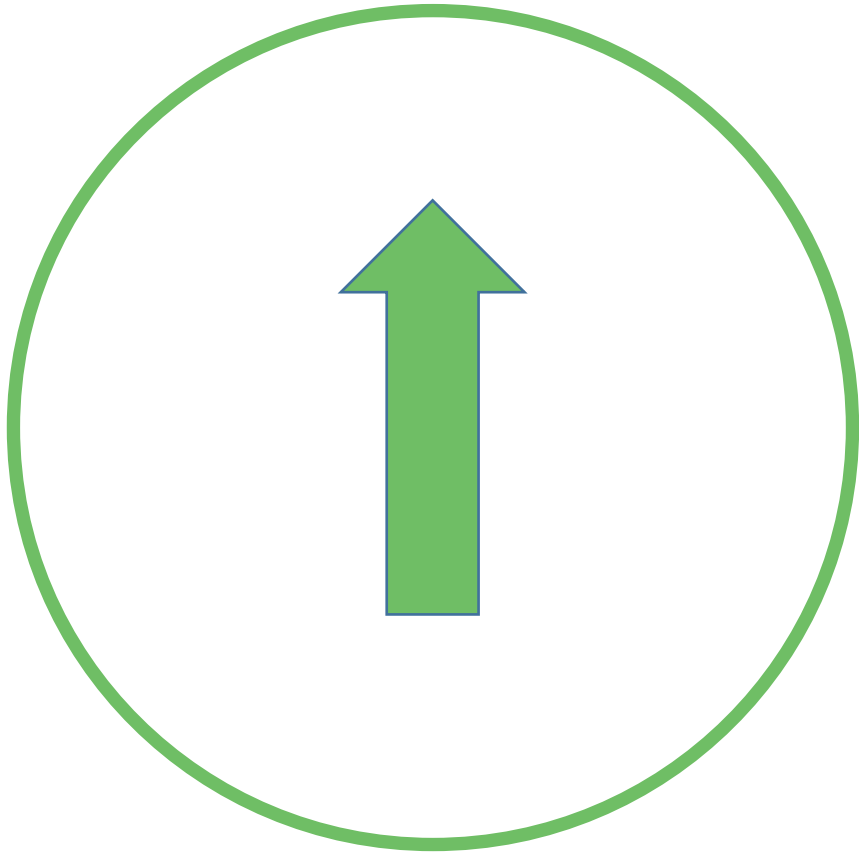


Who's Your WHO?



Linc Ashby, PCC – Chief Talent Officer, Weaver

Whose WHD are YOU?





The Golden Circle

WHAT

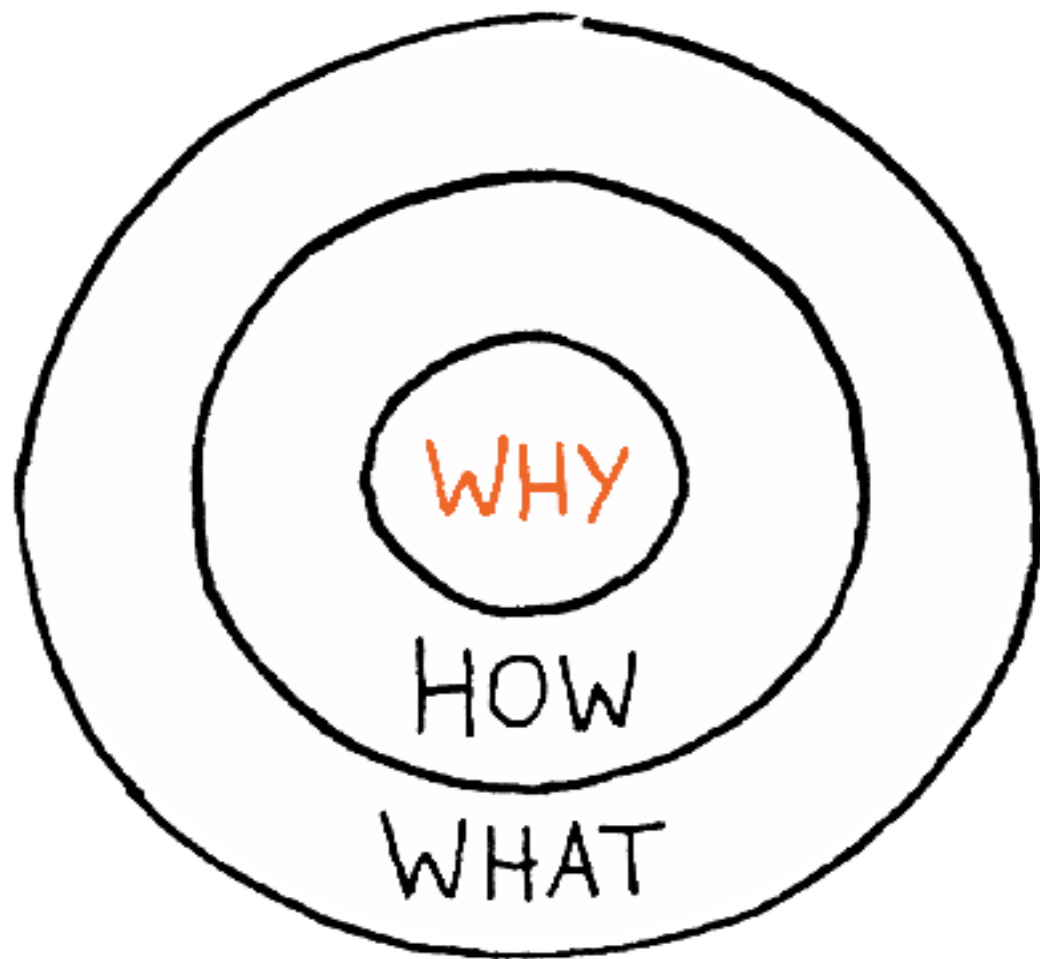
Every organization on the planet knows WHAT they do. These are products they sell or the services

HOW

Some organizations know HOW they do it. These are the things that make them special or set them apart from their competition.

WHY

Very few organizations know WHY they do what they do. WHY is not about making money. That's a result. WHY is a purpose, cause or belief. It's the very reason your organization exists.





People don't buy what **you** do; **people** buy why **you** do it. If **you** don't know why **you** do what **you** do, and **people** respond to why **you** do what **you** do, then how will **you** ever get **people** to vote for **you**, or buy something from **you**, or, more importantly, be loyal and want to be a part of what it is that **you** do. The goal is not just to sell to **people** who need what **you** have; the goal is to sell to **people** who believe what **you** believe. The goal is not just to hire **people** who need a job; it's to hire **people** who believe what **you** believe... If **you** hire **people** just because they can do a job, they'll work for your money, but if they believe what **you** believe, they'll work for **you** with blood and sweat and tears.

What's Your Why?

Who's Your WHO?



Linc Ashby, PCC – Chief Talent Officer, Weaver



We are all born into the world
looking for someone looking for
us..

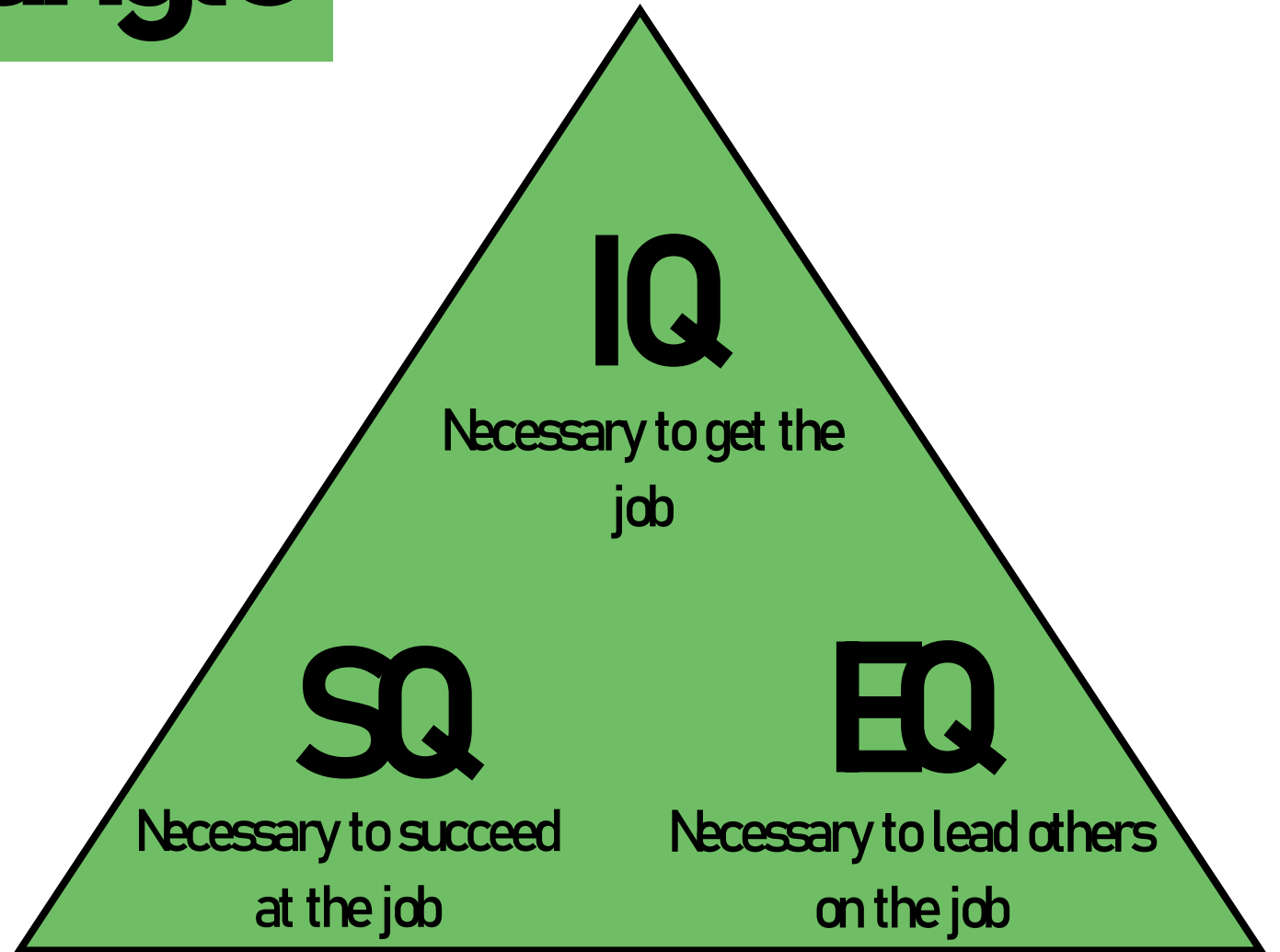
Curt Thompson



IQ – SQ – EQ Triangle

Every business person knows a story about a highly intelligent, highly skilled executive who was promoted into a leadership position only to fail at the job. And they also know a story about someone with solid – but not extraordinary – intellectual abilities and technical skills who was promoted into a similar position and then soared.

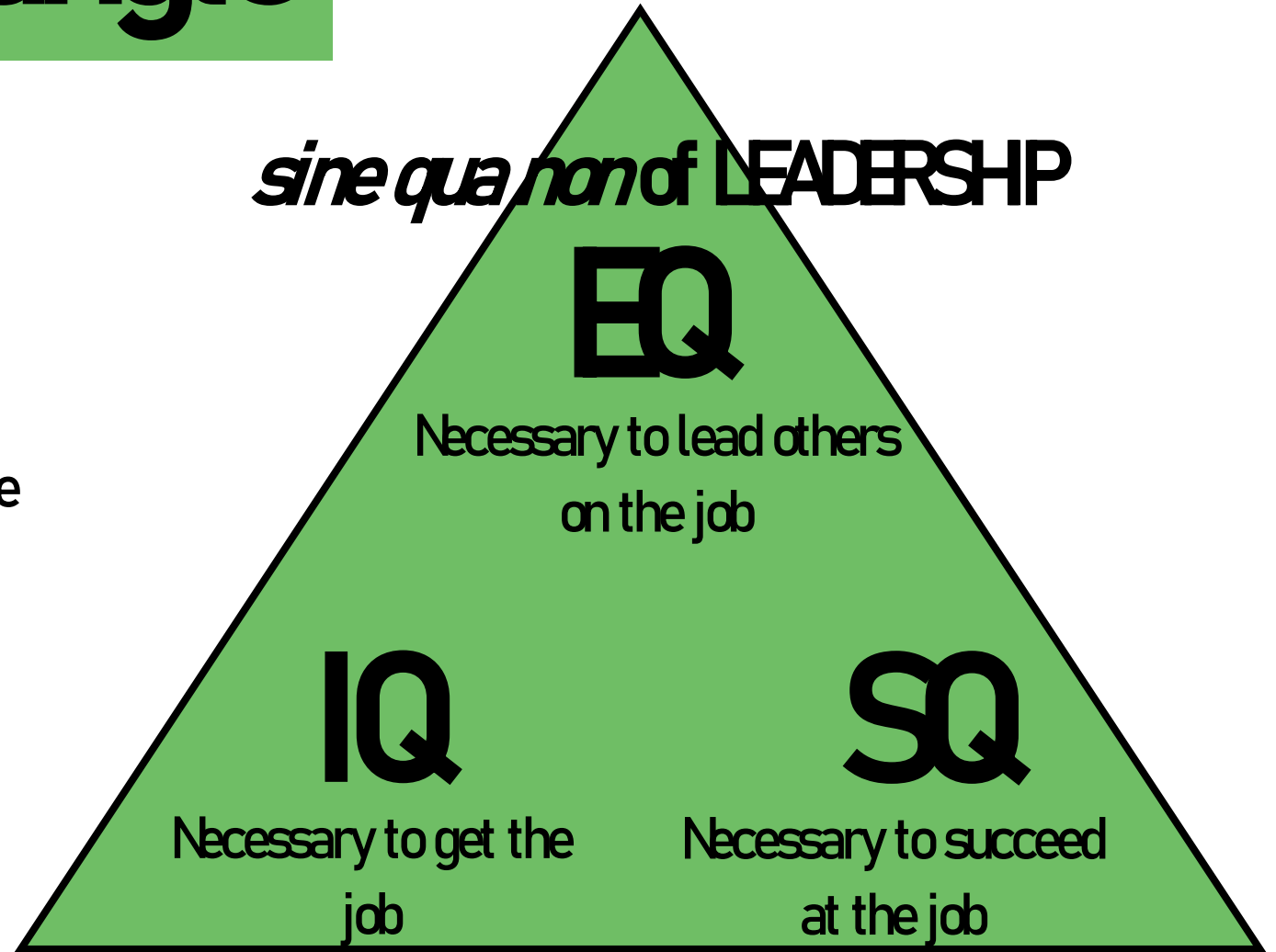
What Makes a Leader, Daniel Goleman



IQ – SQ – EQ Triangle

The most effective leaders are alike in one crucial way: they all have a high degree of... *emotional intelligence*. It's not that IQ and technical skills are irrelevant. They do matter, but mainly as "threshold capabilities"; that is, they are entry level requirements for executive positions... Research, along with other recent studies, clearly shows that *emotional intelligence is the sine qua non of leadership*. Without it, a person can have the best training in the world, an incisive, analytical mind, and an endless supply of smart ideas, but he still won't make a great leader.

What Makes a Leader, Daniel Goleman



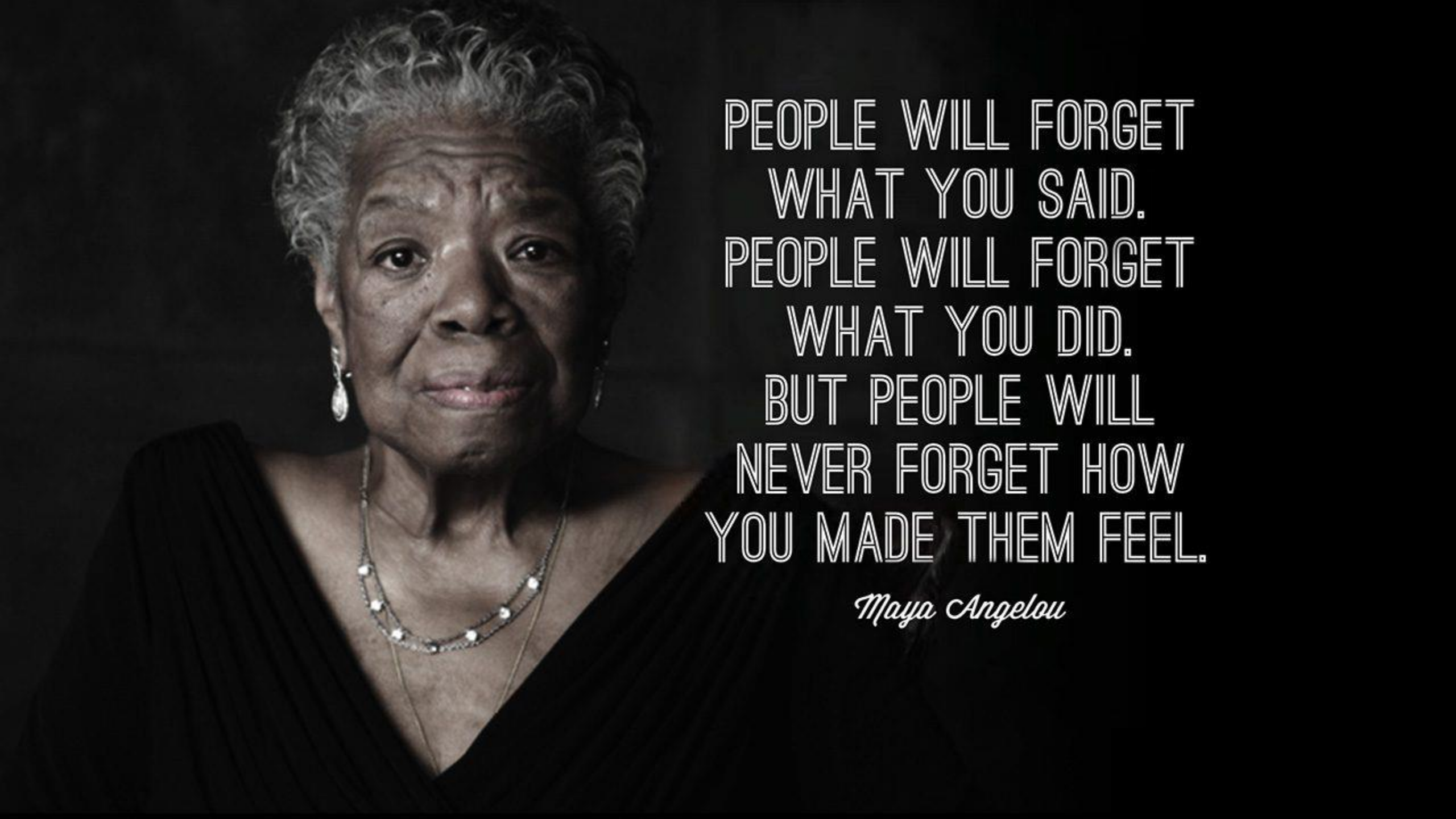
THRESHOLD CAPABILITIES



Emotional intelligence is the ability to interact effectively with other humans.

Timothy Clark






PEOPLE WILL FORGET
WHAT YOU SAID.
PEOPLE WILL FORGET
WHAT YOU DID.
BUT PEOPLE WILL
NEVER FORGET HOW
YOU MADE THEM FEEL.

Maya Angelou



A silhouette of a person standing on a rock, looking out over a large body of water at sunset. The sky is a gradient of blue and orange, and the water is dark blue. The person is on the left side of the frame, looking towards the right.

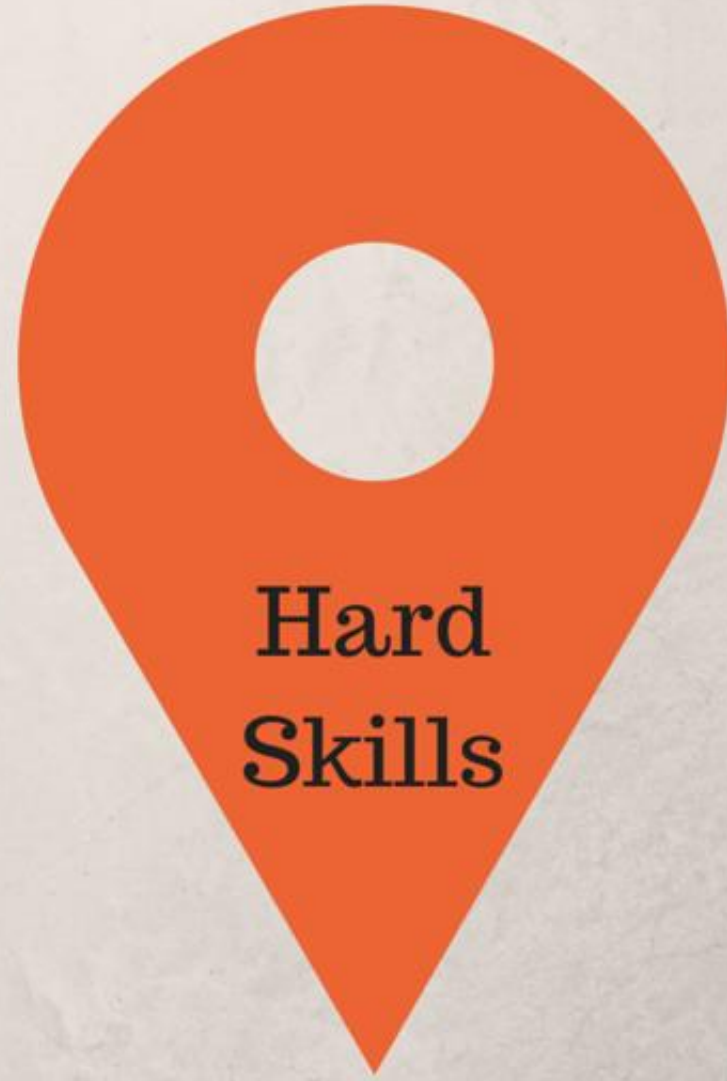
We are all born into the world
looking for someone looking for
us.. and we remain in this mode of
searching the rest of our lives.

Curt Thompson



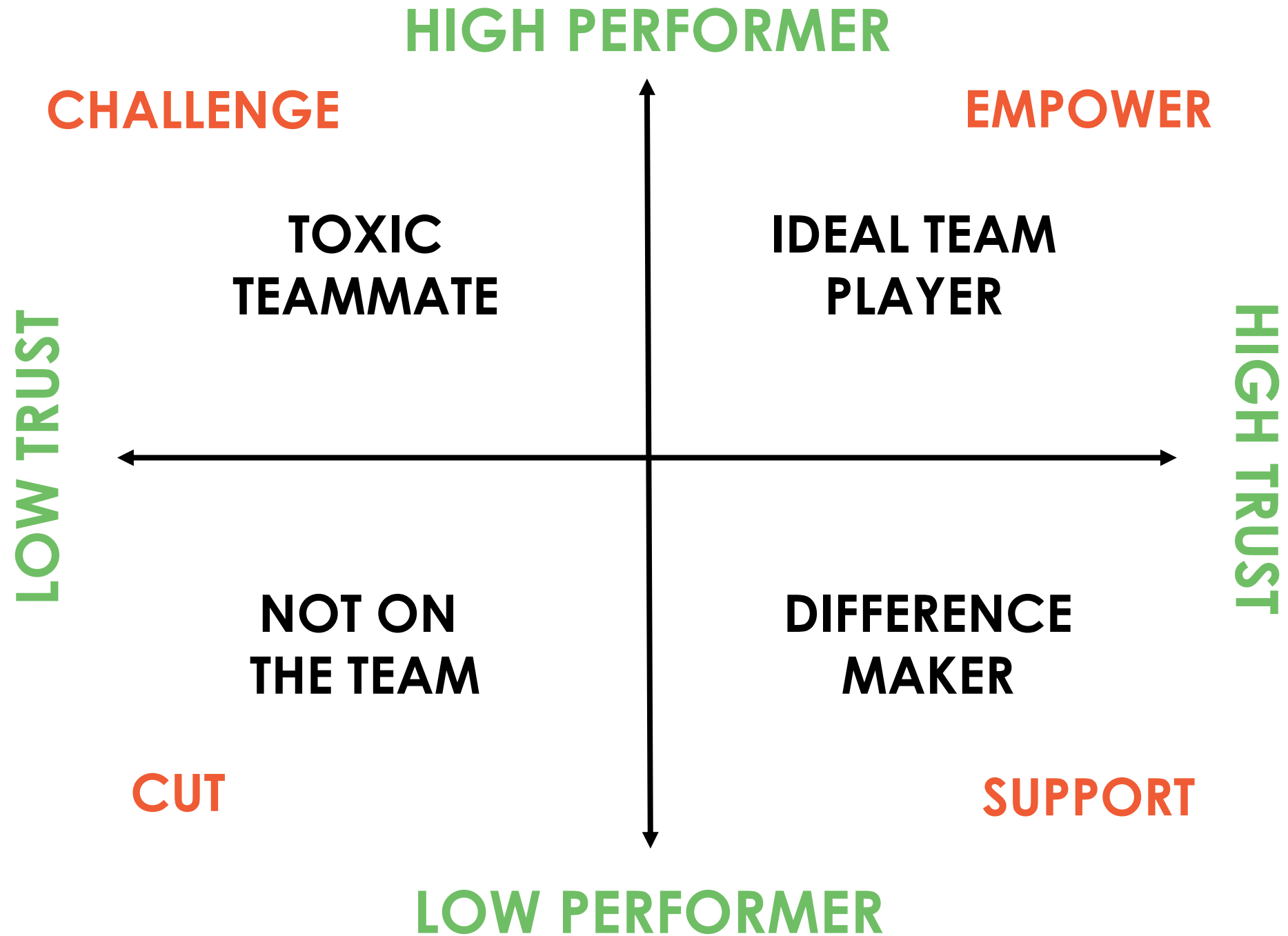
**Soft
Skills**

VS.



**Hard
Skills**







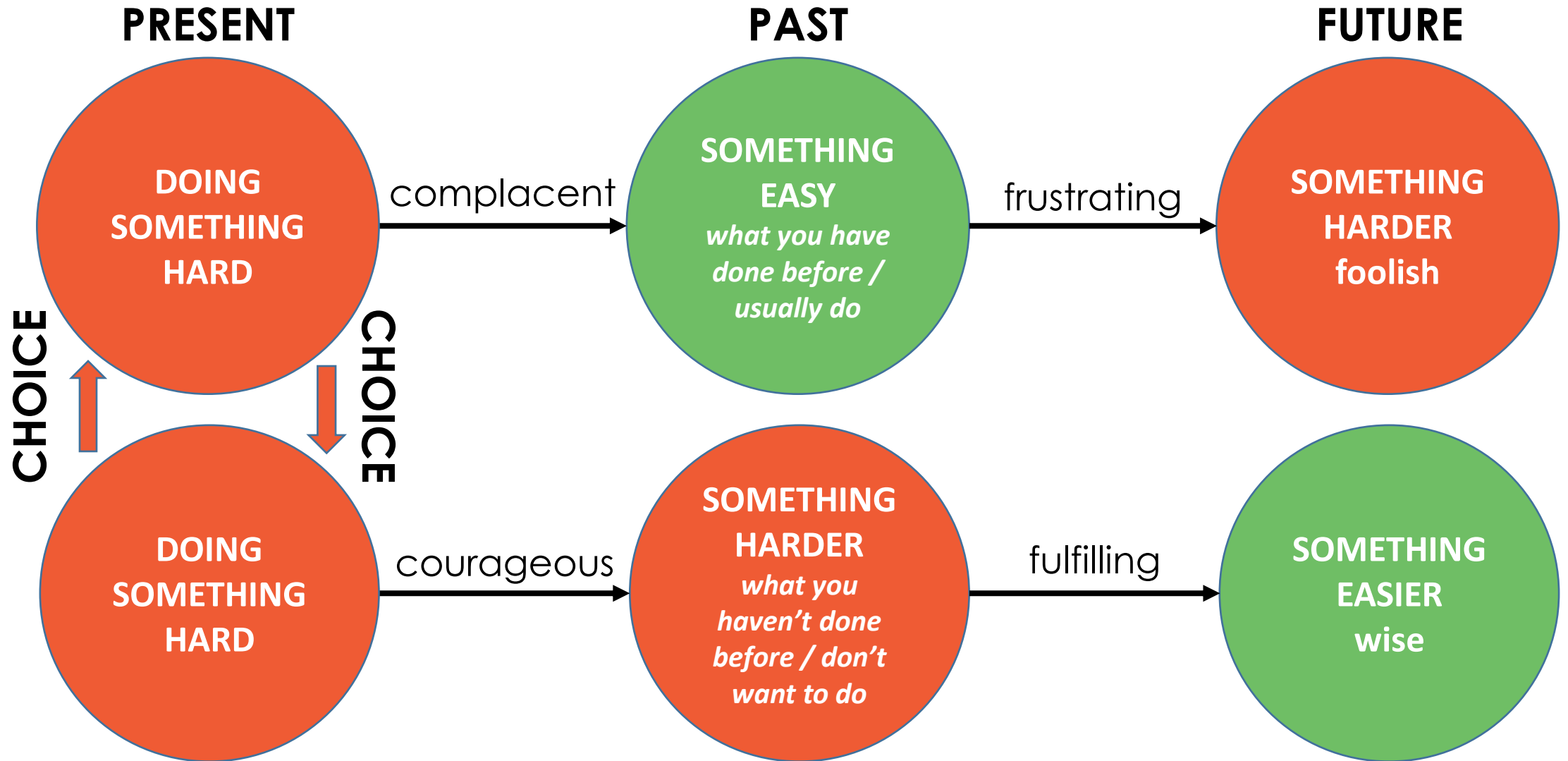
JM

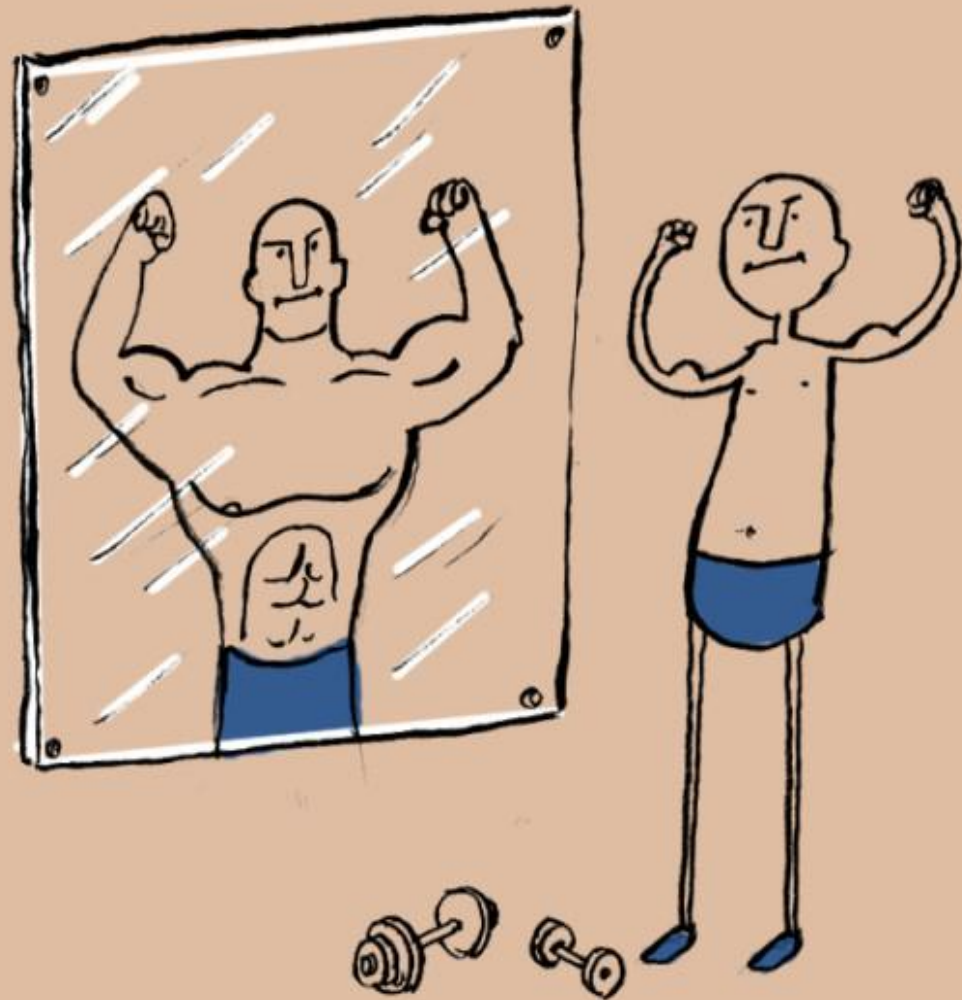
The leadership transformation that must take place is becoming less responsible for the job (PERFORMANCE) and more responsible for the people who are responsible for the job (TRUST).



I was talking with Shay a couple of days ago,

Handling the Hard





PERCEPTION -vs- REALITY

Peter Clayton

The Hardest HARD for Leaders to Explore

How does YOUR WHO experience YOU?

- What is a strength that I should be leveraging more?
- What is a skill that is underdeveloped and holding me back?
- What is a character trait or behavioral pattern that is undermining my effectiveness?

Four Applications

- Be present when you're present
- Don't just have an open door, open doors
- "Be curious, not judgmental"
- Get comfortable being uncomfortable

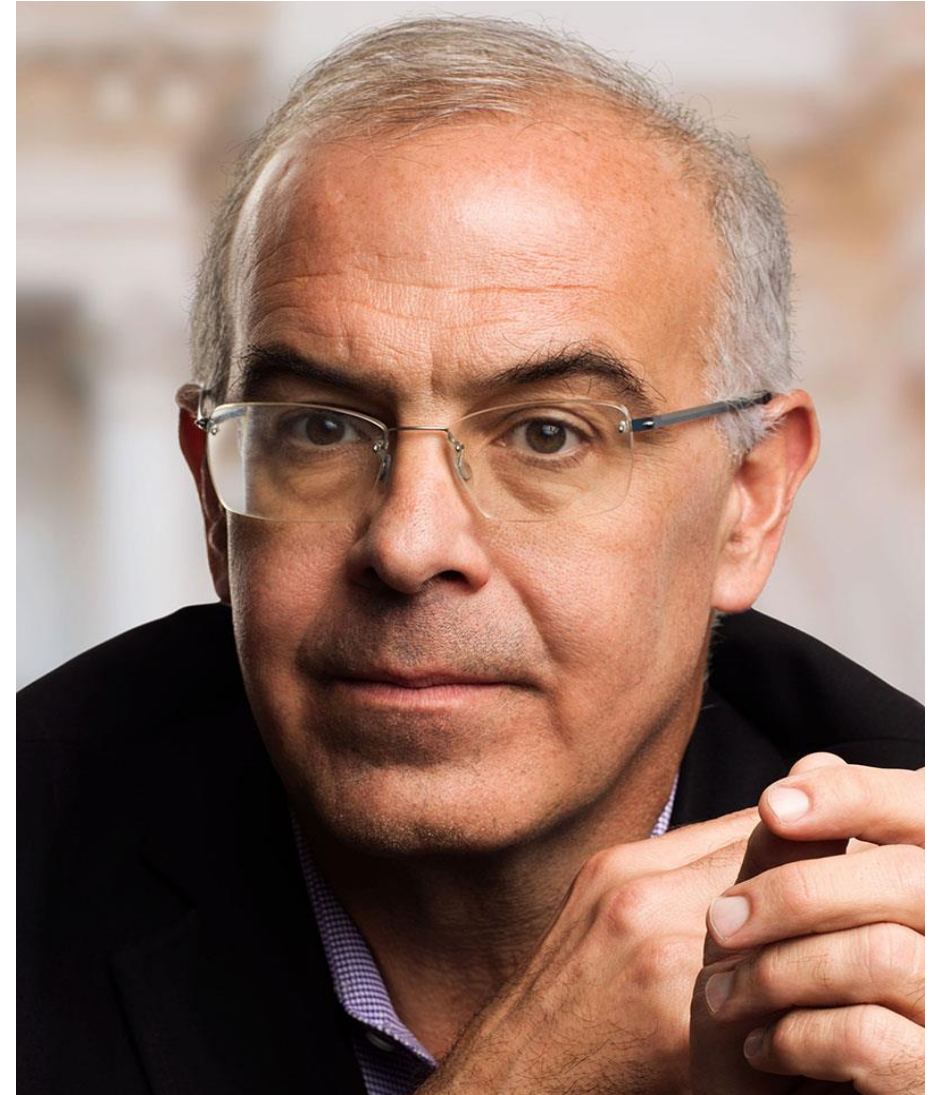
Leadership Exercise – Loosen Your Grip



- What do you need/want to **LET GO** of and stop doing?
- What do you need/want to **KEEP HOLD** of and continue doing?
- What do you need/want to **TAKE ON** and start doing?

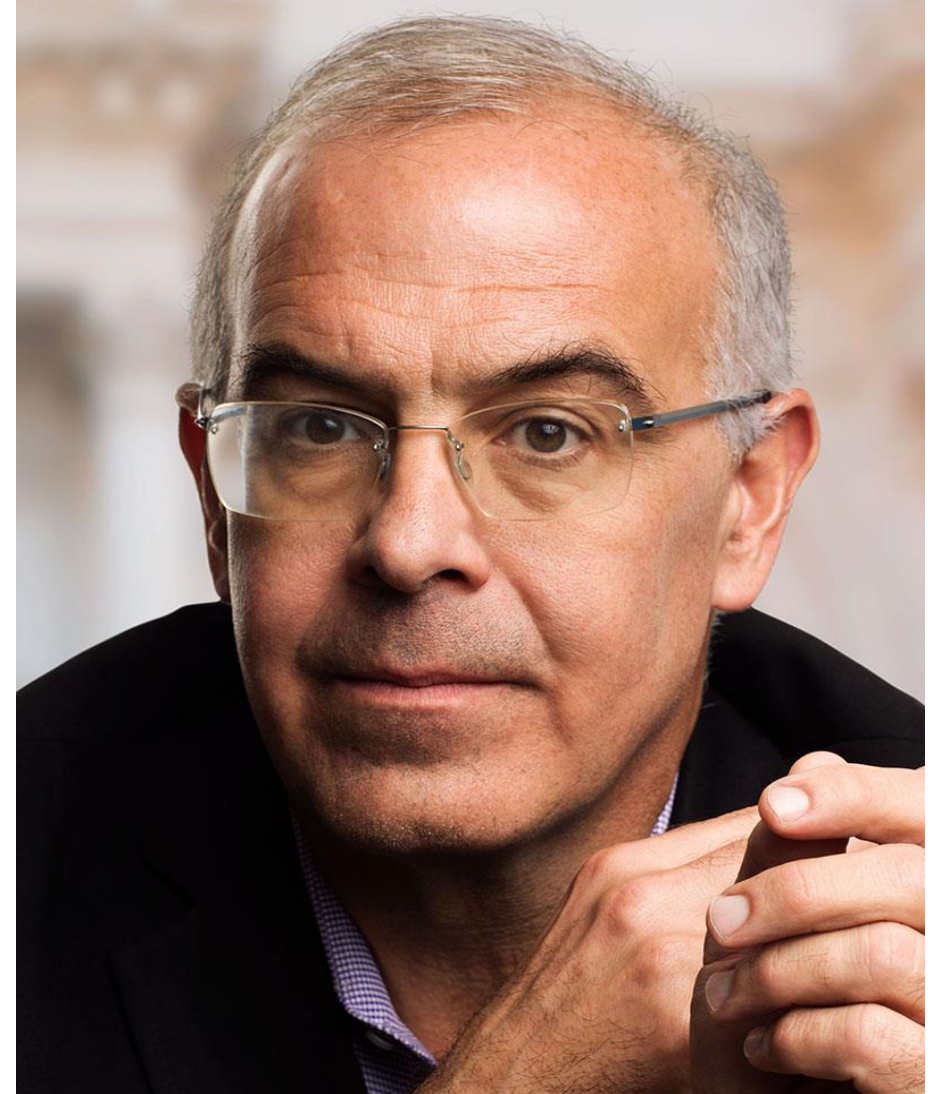
David Brooks' Lies of the Meritocracy

- Success will make you happy.
- You are what you accomplish.
- You are self-sufficient.
- You can create your own truth.
- Life is an individual journey.

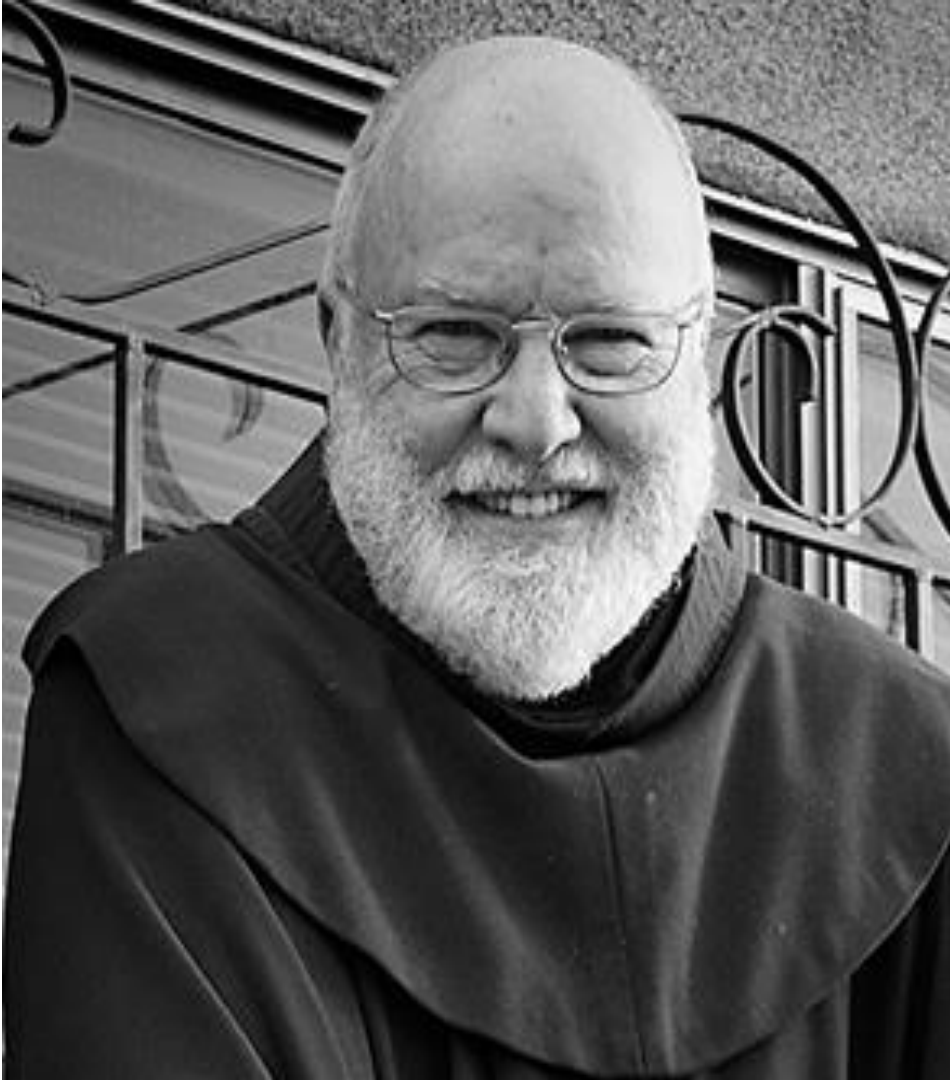


David Brooks' Lies of the Meritocracy

The emotion of the meritocracy is conditional love: you earn your way to be loved. The anthropology of the meritocracy is that you are not a soul to be saved, you are a set of skills to be maximized. And the big lie at the head of the meritocracy that is really corrosive is that people who have achieved more are worth more than other people. If you want to tear apart your society, that is a good lie to introduce.



Richard Rohr's Second Half of Life Truths



- Life is hard.
- You are not that important.
- Your life is not about you.
- You are not in control.
- You are going to die.





Pulling This All Together

Inspire your WHO to go all in on your WHY and your WHO will transform HOW you do WHAT you do because of WHO they are becoming in response to WHO you are becoming.

Who's Your WHO?



Linc Ashby, PCC – Chief Talent Officer, Weaver