

Resources for becoming a "Centered" leader:

Sabbath: Finding Rest, Renewal and Delight in Our Busy Lives
By Wayne Muller

"Our lack of rest and reflection is not just a personal affliction. It colors the way we build and sustain community, it dictates the way we respond to suffering and its shapes the ways in which we seek peace and healing in the world. The way problems are solved is frantically, desperately, reactively and badly."

"Do you have the patience to wait till your mud settles and the water is clear? Can you remain unmoving till the right action arises by itself?"

"Sabbath mind is a mind that can be still, a mind that can rest in delight. "

The Art of Possibility: Transforming Professional and Personal Life by Rosamund Stone Zander

The author talks about the practice of "giving an automatic A", and states: *"When you give an A, you find yourself speaking to people not from a place of measuring how they stack up against your standards, but from a place of respect that gives them room to realize themselves."* We need to give both ourselves and others an "A" to be truly centered.

The Power of Now: A Guide to Spiritual Enlightenment by Eckhart Tolle

The author talks about the endless chatter which goes on day to day in our own brains. "The good news is that you can free

yourself from your mind and this is the only true liberation. When you listen to that voice, listen to it impartially. That is to say, do not judge. Do not judge or condemn what you hear, for doing so would mean that the same voice has come in again through the back door. You'll soon realize: there is the voice, and I am listening to it, watching it. This I am realization, this sense of your own presence, is not a thought. It arises from beyond the mind." What Tolle is saying here is that we need to be self-disciplined enough and centered enough to:

- stop judging everything
- stop thinking we alone have all the answers to solve problems
- stop jumping to conclusions too prematurely

In order to be a "centered" leader, we must learn to "be" different. It is the hardest thing we will ever tackle as a leader. We must in essence, transform ourselves before we transform our organizations.

Yet, we must get there—and the key is to learn the principles of emotional intelligence. Emotional intelligence consists of four parts:

1. self-awareness
2. self-management
3. social awareness
4. relationship management

Being centered involves successfully managing all four. In a day to day practical sense, this means being able to do all of the following skillfully:

Self-awareness:

- being self confident (giving yourself an A)
- awareness of your emotional state
- recognizing how your behavior impacts others
- paying attention to how others influence your emotional state

Self-Management:

- Handling stress well
- Ability to tolerate frustration
- Making changes when the situation requires it
- Making the most out of situations whether good or bad
- Resisting the desire to act or speak when it won't help the situation
- Taking responsibility for your part, rather than pointing the finger

Social Awareness:

- Picking up on the mood in the room
- Caring what others are going through
- Hearing what the other person is "really" saying

Relationship Management:

- Getting along well with others
- Handling conflict effectively
- Clearly expressing ideas and information
- Using sensitivity to another person's feelings to manage interactions successfully

