Anne E. Collier, MPP, JD, PCC

- 11 years practicing law
- 20 years improving culture, collaboration, and communication
- Resilience, self-actualization, confidence
- Law, Healthcare, Behavioral Health, Associations, Corporations, Non-Profits
- University of Michigan Law School, Institute of Public Policy Studies, U of M, University of Michigan, BA
- Coaching, Team and Leadership Development

Arudia
STEP INTO POWER

Agenda

1. Motive Drivers
2. Shadows Thinking: Fear Driven
3. Nine Attributes: Pathway to Resilience, Confidence, and Wellbeing
4. Compartmentalize Your Stress to Optimize Your Success?

Arudia
STEP INTO POWER

Outcomes

- Discover your own resilience when you need it most
- Heighten your ability to harness objectivity
- Lead with aplomb
- Inspire others
- Amplify your capacity to operate in the face of difficult circumstances
- Develop your own plan

I can't
do it

Maslow's
Hierarchy of Needs
Self-Actualization
You are living to your highest potential
Esteem
You've acquired the skills that lead to honor and recognition
Love & Belonging
Achieving deeper, more meaningful relationships
SAFETY
Home, sweet home
Physiological Needs
Food, water, sleep
Corona

Optimistic
Thoughtful
Curious
Patient
Communicates
Listens
Calm
Clear
Open
Strategic * Decisive * Friendly * Positive

more Resilient
Uncertain future
Responsibilities
New norms
Change
Multiple projects
Deadlines
Stressed colleagues
Shifting priorities

more Resilient
think clearly and creatively
about challenges,
while instilling a sense of
confidence that together,
the team will prevail

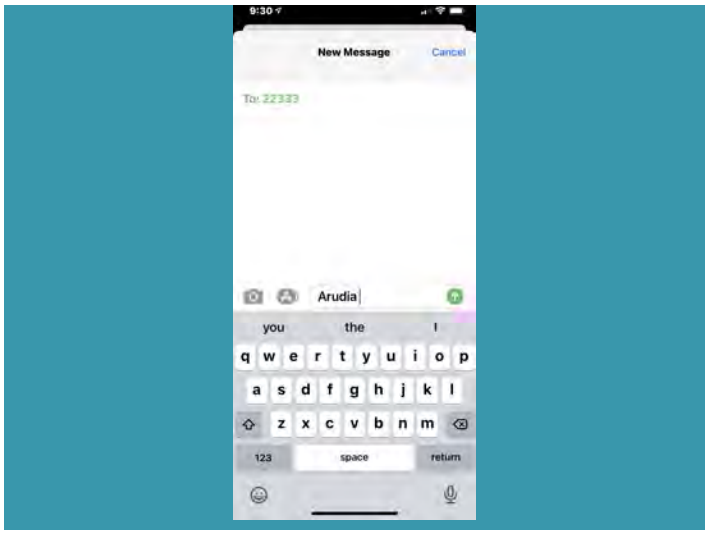
Impatient
Blaming
Venting
Worrying
Fretting
Obsessive
Anxious

Take the short-form Actualized Leader Profile by going to:

www.alpfree.com/arudia/

"Click Here" to start
Pick from one each of the 10 word pairs
Pick 1 of 3
Supply Your Name and Email
Click "Submit"

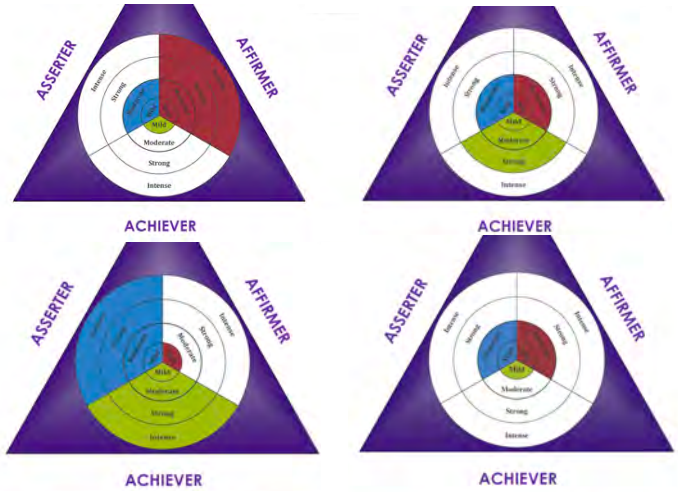
Short Form Profile



Poll 10: What is your primary leadership style?

Affirmer (Red Screen)	A
Asserter (Blue Screen)	B
Achiever (Green Screen)	C

Sample



AFFIRMERS

People Driven

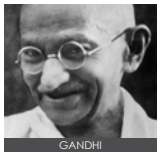
Warmth
Friends
Empathy
Relationships

"People People"

CHARLIE BROWN

POPE JOHN PAUL

MOTHER TERESA


GANDHI

ASSERTERS

Results Driven

Power
Results
Control

Driven to produce with a "bias for action"

NAPOLEON

MARTIN LUTHER KING, JR.

SERENA WILLIAMS

FRANK SINATRA

ASSERTERS

Confident, Candid and Direct
Viewed as Natural Leaders
"Take Charge"

Enthusiastic
Charismatic
Bold

Assertive
Dynamic
Strategic

Effective Negotiators

ACHIEVERS

Expertise Driven

The Technical Expert
Win Through Deep Technical Expertise
Task Driven
Improve Self and Others
Thrive on Accomplishment

"Get down to business"

TOM CRUISE

MICHAEL JORDAN

OPRAH WINFREY

BILL GATES

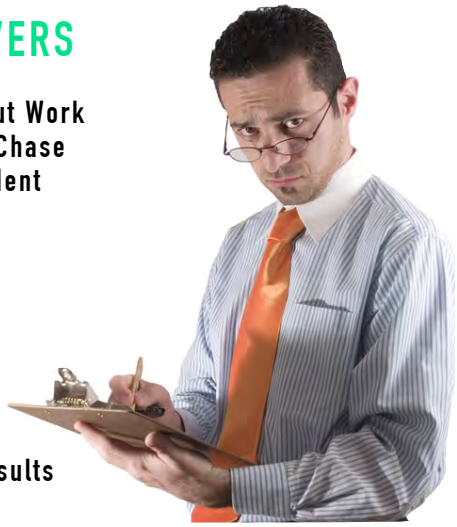
ACHIEVERS

High individual achievers
Driven, focused, competent, and controlled
Perfectionist
Excellent planners
Back-Up Plan
Requires concrete feedback
Risk averse

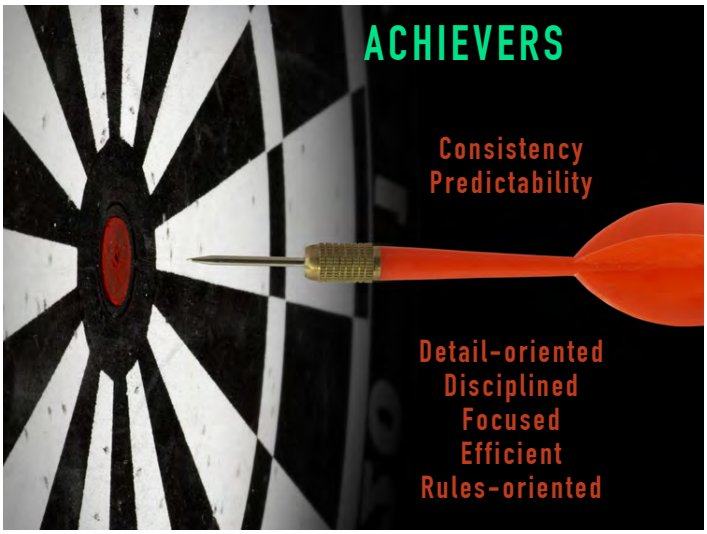
<u>Focused on</u>
Expertise
Competence

ACHIEVERS

Serious about Work
Cut to the Chase
Independent



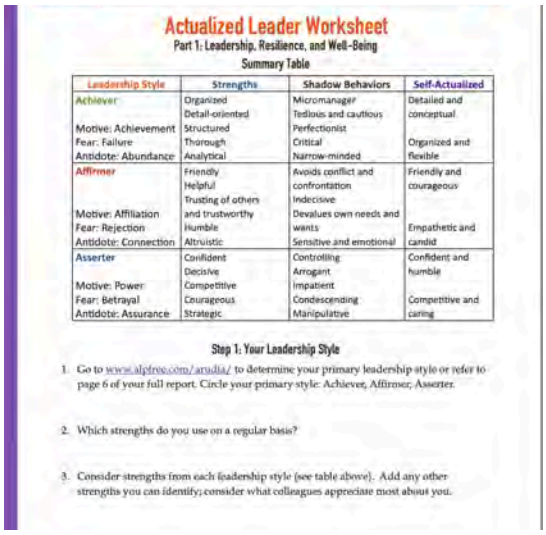
Dependable
Organized
Responsible
Committed to Results



ACHIEVERS

Consistency
Predictability

Detail-oriented
Disciplined
Focused
Efficient
Rules-oriented



Actualized Leader Worksheet

Part 1: Leadership, Resilience, and Well-Being

Summary Table

Leadership Style	Strengths	Shadow Behaviors	Self-Actualized
Achiever Motive: Achievement Fear: Failure Antidote: Abundance	Organized Detail-oriented Structured Thorough Analytical	Micromanager Tedious and cautious Perfectionist Critical Narrow-minded	Detailed and conceptual Organized and flexible
Affirmer Motive: Affiliation Fear: Rejection Antidote: Connection	Friendly Helpful Trusting of others and trustworthy Humble Altruistic	Avoids conflict and confrontation Indecisive Devalues own needs and wants Sensitive and emotional	Friendly and courageous Empathetic and candid
Asserter Motive: Power Fear: Betrayal Antidote: Assurance	Confident Decisive Competitive Courageous Strategic	Controlling Arrogant Impatient Condescending Manipulative	Confident and humble Competitive and caring

Step 1: Your Leadership Style

1. Go to www.alptree.com/arudia/ to determine your primary leadership style or refer to page 6 of your full report. Circle your primary style: Achiever, Affirmer, Asserter.

2. Which strengths do you use on a regular basis?

3. Consider strengths from each leadership style (see table above). Add any other strengths you can identify; consider what colleagues appreciate most about you.

Page 146

THE PARADOX

HOWEVER

THIS DISTURBANCE AWAKENS NEW POSSIBILITIES AND GREATER POTENTIAL.

The Shadow Archetype

Our emotional, reactive side embedded in our subconscious that is triggered under stress and fueled by negative emotions (e.g., fear, anger, jealously, etc.)

Pay attention to what you notice and dislike in others.

"The best we can ever hope for is a lifelong negotiation with the other."

Page 147

Step 2: Identifying Your Stresses

What Stresses You Out?	Fear (Step 1, Q8)	Plan (Step 1, Question 22)
1.		
2.		
3.		
4.		
5.		

Step 3: The Penumbra: Identifying When You Are About To Step In It

The goal of this exercise is to help you identify when you are at the penumbra, which is the very edge of the shadow. Without awareness, we can't stay out or step out of the shadow.

4. My Primary Shadow and Underlying Fear is: Failure, Rejection, or Betrayal (circle one).

5. The fear I experience most in my work is:

6. What are the first signs you are getting stressed? Think broadly; it may not be obvious at first. Consider the behaviors indicated in the *Shadow: At Your Worst, Disempowered, Irrational* columns on the next page.

State Dependence
Cognition & the Capacity for Engagement

Functional IQ	120–100	110–80	90–60	70–50
Cognition	Abstract (Reflective)	Concrete (Routine)	Emotional (Reactive)	Reactive (Reflexive)
Mental State	CALM	ALERT	ALARM	FEAR
Sphere of Concern	Community Clan	Clan Family	Family Self	Self Body Integrity

Perry, B.D. NN COVID Series: 1 - Patterns of Stress determine Risk & Resilience https://www.youtube.com/watch?v=ovvIn02h0Y&feature=youtu.be

Affirmer Shadow: Fear of Rejection 3

Triggers: Prospect of conflict, hurting other's feelings, making other angry

At Your Best, Empowered	Shadow: At Your Worst, Disempowered, Irrational	
Friendly	Sensitive	Dependent
Generous	Insecure	Possessive
Loyal	Indecisive	Anxious
Empathetic	Complacent	Jealous

Affirmer Shadow: Fear of Rejection 3

Triggers: Prospect of conflict, hurting other's feelings, making other angry

At Your Best, Empowered	Shadow: At Your Worst, Disempowered, Irrational	
Friendly	Sensitive	Dependent
Generous	Insecure	Possessive
Loyal	Indecisive	Anxious
Empathetic	Complacent	Jealous

Stressed/Amygdala Hijack

Prefrontal Cortex

Affirmer Shadow Examples

"I can't believe you expect me to work with someone I've never met!"

Paralyzed because the "Colleague/client doesn't like me."

Upset and anxious because my manager "never has time for me."

Anxious and indecisive; not knowing how to ask a for guidance or reveal a mistake.

Social and physical isolation.

Ladder of Inference

51

LEFT OUT

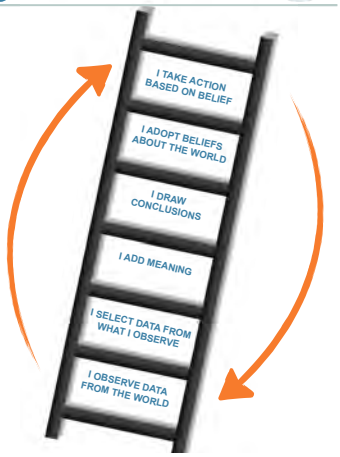
UNRELIABLE

NOT HAPPY

INTERVIEW

DRESSED NICELY

LATE



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Ladder of Inference

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UNRELIABLE

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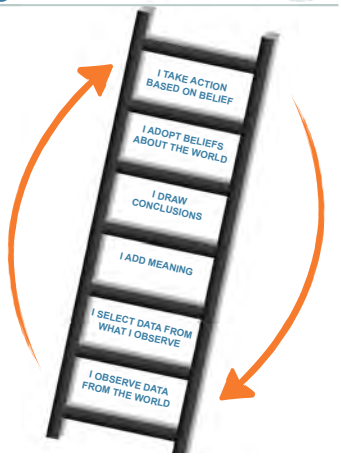

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Fear of Rejection Ladder of Inference

51

TRY HARDER TO PLEASE OR AVOID OR OVER-APOLOGIZE

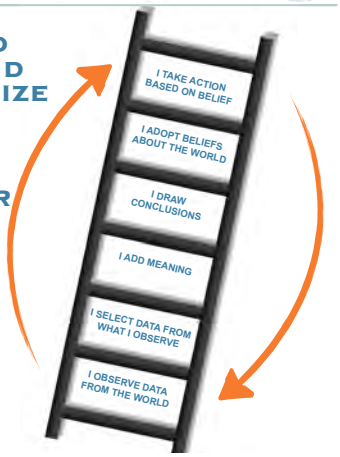
I AM NOT WORTHY/ VALUED

NOT WORK TOGETHER

DON'T LIKE ME

A PROBLEM

NOT ME



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Fear of Rejection Ladder of Inference

51

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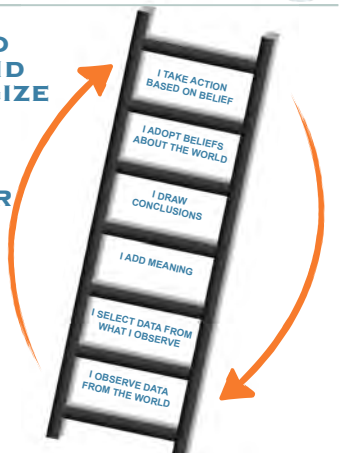

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Actualizing the Affirmer Style

identify and
live your purpose

say "no"

take action

POLL 11: Affirmer Shadow: Fear of Rejection

Triggers: Prospect of conflict, hurting other's feelings, making other angry

What are the first signs you're in your Affirmer Shadow?

1. Indecisive
2. Insecure
3. Accommodating
4. Sensitive
5. Anxious

Poll 11: What are the first signs you're in your Affirmer Shadow? (Select As Many As Applicable)

1. Indecisive
2. Insecure
3. Accommodating
4. Sensitive
5. Anxious
6. Complacent

Candor

- Clarify objectives, goals, and challenges
- Clarify needs with coaching questions
  - What's most important?
  - What's the priority?
  - What don't you need anymore?
  - How can I best help you?
- Stay focused on solving the problem, on your mutual goal

Be committed, not attached.

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IMPACT ON CULTURE
Actualized Affirmer v. Shadow Fear of Rejection

Collegial	Dramatic: Frustration & Despair
friendly	norm of overly polite
inclusive	warm, friendly atmosphere
supportive	looks to the future for salvation
community	differences "smoothed over" rather than resolved
dedicated	lacks candor and direct

Asserter Shadow: Fear of Betrayal 148
Triggers: Vulnerability, Asking Forgiveness, "I don't know"

At Your Best, Empowered	Shadow: At Your Worst Disempowered, Irrational	
Confident	Arrogant	Autocratic
Decisive	Impatient	Manipulative
Competitive	Condescending	Rude
Candid	Blunt	Intolerant
Courageous	Domineering	

Asserter Shadow: Fear of Betrayal 148
Triggers: Vulnerability, Asking Forgiveness, "I don't know"

At Your Best, Empowered	Shadow: At Your Worst Disempowered, Irrational	
Confident	Arrogant	Autocratic
Decisive	Impatient	Manipulative
Competitive	Condescending	Rude
Candid	Blunt	Intolerant
Courageous	Domineering	

Asserter Shadow Examples

Maneuvering to take charge of another's project by cutting others out

Impatient with staff and colleagues; yelling, ALL CAPS

Interrupting, dismissing other's views publicly

Bullying; intimidating others at meetings or on calls, not listening, dominating the conversation

Fear of Betrayal Ladder of Inference

51

NEVER WORK WITH/ TELL OTHERS

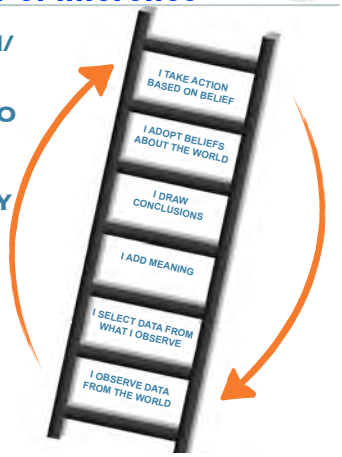
NO FUTURE HERE - NO INVESTMENT

NOT TRUSTWORTHY

LOUSY

DISTRACTED

DIDN'T DO WHAT I ASKED



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Fear of Betrayal Ladder of Inference

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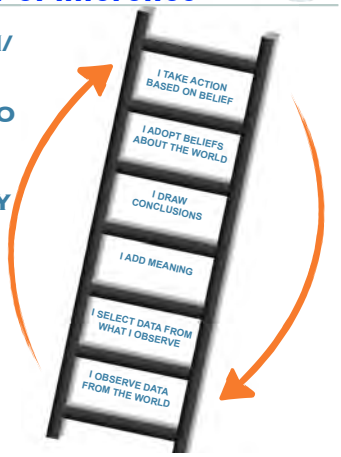

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Actualizing the Asserter Style

embrace vulnerability

say "I'm sorry" or "I was wrong"

forgive others (and yourself)

recognize what you can and can't control

POLL 12: Asserter Shadow: Fear of Betrayal

Triggers: Vulnerability, Asking Forgiveness, "I don't know"

What are the first signs you're in your Asserter Shadow?

1. Impatient
2. Blunt
3. Autocratic
4. Manipulative
5. Condescending

Poll 12: What are the first signs you're in your Asserter Shadow? (Select As Many As Applicable)

1. Impatient
2. Blunt
3. Autocratic
4. Manipulative
5. Condescending
6. Domineering

IMPACT ON CULTURE
Actualized Asserter v. Shadow Fear of Betrayal

Aligned	Dependent: Fear & Anxiety
interdependent	group looks to the leader for direction and protection
risk/reward	members expect others to run meetings and complete tasks
take charge	over-reliance on the opinions of a few select team members
progress	lack of challenging assumptions/
strategic	

Achiever Shadow: Fear of Failure 3
Triggers: Scarcity, Prospect of Losing, Imperfection, Ambiguity

At Your Best, Empowered	Shadow: At Your Worst Disempowered, Irrational	
Detailed	Rigid	Narrow-minded
Organized	Cautious	Inflexible
Structured	Tedious	Obsessive
Thorough	Stubborn	Argumentativ e

Achiever Shadow: Fear of Failure 3
Triggers: Scarcity, Prospect of Losing, Imperfection, Ambiguity

At Your Best, Empowered	Shadow: At Your Worst Disempowered, Irrational	
Detailed	Rigid	Narrow-minded
Organized	Cautious	Inflexible
Structured	Tedious	Obsessive
Thorough	Stubborn	Argumentativ e

Achiever Shadow Examples

Never accepting another's work; constant revisions that don't improve

Obsessing over emails and anything written

Replaying conversations with colleagues or clients over and over, concluding disaster

"We don't have any decent staff . . ." never delegating because others aren't good enough

Fear of Failure Ladder of Inference

51

OBSESSIVE, PESSIMISTIC, TOO MANY HOURS

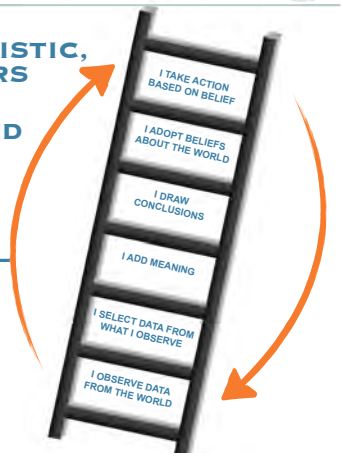
I'M GOING TO BE FIRED

I'M A FAILURE

NEVER FINISH IT ALL

OVERWHELMED

A LOT OF WORK



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Fear of Failure Ladder of Inference

51

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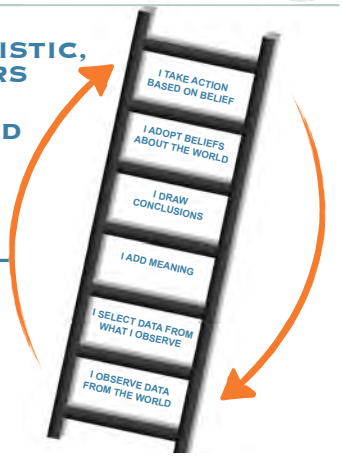

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Actualizing the Achiever Style

develop a growth mindset

embrace a "win-win" perspective

cultivate gratitude

POLL 13: Achiever Shadow: Fear of Failure

Triggers: Scarcity, Prospect of Losing, Imperfection, Ambiguity

What are the first signs you're in your Achiever Shadow?

1. Rigid
2. Cautious
3. Pessimistic
4. Critical
5. Inflexible

Poll 13: What are the first signs you're in your Achiever Shadow? (Select As Many As Applicable)

1. Rigid
2. Cautious
3. Pessimistic
4. Critical
5. Inflexible
6. Obsessive

IMPACT ON CULTURE

Actualized Achiever v. Shadow Fear of Failure

Independent	Detached: Anger & Apathy
ownership	delays making commitments or difficult decisions
dig in	some members don't participate
initiative	physical & psychological withdrawal
serious	lacks overall sense of us or we
deliver	

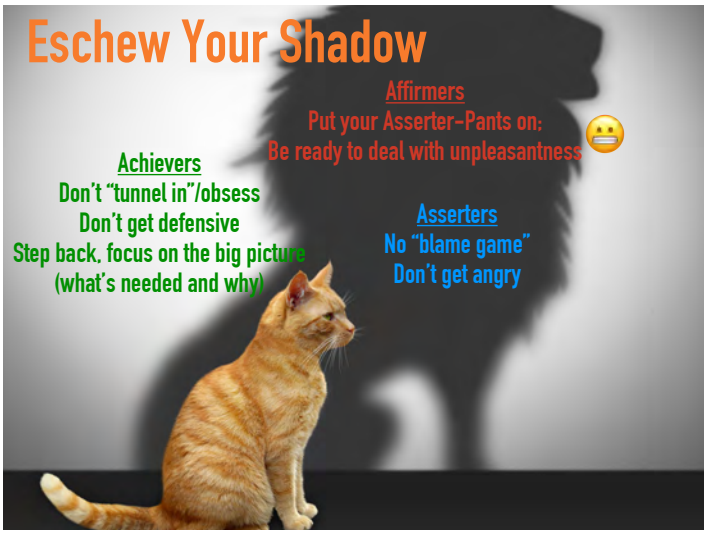
Listen for Shadows

Lack of control, desire for control, vulnerability, impatience, urgency, driving results

Personalize, relationship concerns indecisive, trying to make very happy, conflict avoidant

Catastrophizing, pessimistic, critical, nitpick, overly cautious, rigid

use coaching . .



"Everything you want is on the other side of fear."

Jack Canfield

Clarifying Your Shadow; Breakout

147-149

Step 2: Identifying Your Stresses
fears only

Step 3: The Penumbra
refer to your answers

Step 4: Don't Believe EverythingYou Think
Questions 14 and 15

Breakout: For Discussion with Colleagues

1. What stresses you out? (e.g., deadlines, a person, a type of work)
2. Which shadows are activated? What does this look like?
3. What are the first signs you are stepping into the "shadows?" Circle signs on worksheet.
4. Think about your colleagues, what shadows do you see?

Sample

Inverse Relationship: Problem Solving and Blame

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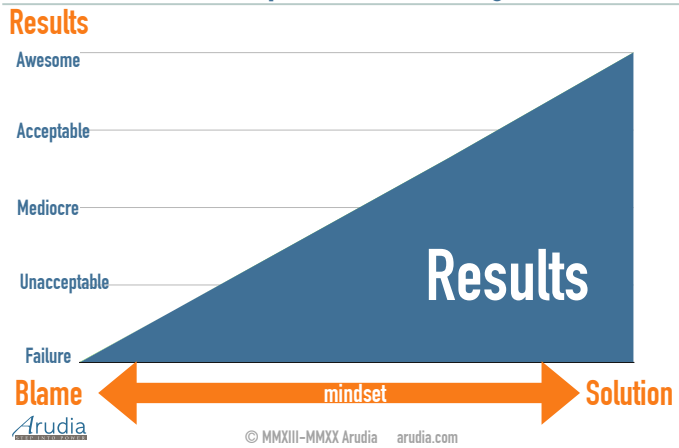
Inverse Relationship: Problem Solving and Blame



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Nine Attributes of Actualized Leaders

150

	Thinking	Feeling	Doing
Confidence	Objectivity	Courage	Candor
Performance	Hyperfocus	Trust	Flow
Renewal	Optimal Time Orientation	Acceptance	Solitude

97

Nine Attributes of Actualized Leaders

Poll 14 Which sequence are you going to work on most?	Thinking	Feeling	Doing
Confidence	Objectivity	Courage	Candor
Performance	Hyperfocus	Trust	Flow
Renewal	Optimal Time Orientation	Acceptance	Solitude

98

Poll 14: Which of the three Sequences are you going to work on most? (Select One)

1. Confidence
2. Performance
3. Renewal

99

ACTUALIZED LEADER PROFILE

Nine Attributes Resource Guide

Attribute	Book	Article	Program/Video
Objective Degree your judgment is based on facts and not influenced by personal feelings or preferences.	**Confronting Reality: Doing What Matters to Get Things Right** *by: Larry Bossidy & Ram Charan*	Level 5 Leadership	How to Face Reality
Hyper focus Degree to which you consistently engage in an intense form of mental concentration.	**Hyper focus: The New Science of Attention, Productivity, and Creativity** *by: Chris Bailey*	The Focused Leader	The Focus and Attention Program
Optimal Time Orientation (OTO) (OTO) - Degree you have a balanced sense of time and live primarily in the present.	**Mindfulness: A practical guide to finding peace in a frantic world** *by: Danny Penman and J. Mark G. Williams*	Practicing Mindfulness Throughout Your Work Day	All It Takes Is 10 Minutes of Mindfulness
Courage Degree you are willing to do something that frightens you in order to act in accordance with your beliefs.	**Daring Greatly: How the Courage to Be Vulnerable Transforms the Way We Live, Love, Parent, and Lead** *by: Brene Brown*	Have The Courage To Be Direct	The Gift and Power of Emotional Courage
Trust Degree you trust others, yourself, and maintain a confident expectation in a productive and positive outcome.	**Trust and Betrayal in the Workplace** *by: Dennis & Michelle Reina*	Want Your Employees to Trust You? Show You Trust Them	The Anatomy of Trust: Brene Brown
Acceptance Degree you totally and completely accept yourself – flaws, limitations, the aging process and all.	**Radical Acceptance** *by: Tara Brach*	To Recover from Failure, Try Some Self-Compassion	Unconditional Self-Acceptance
Candor Degree to which you are open, honest, frank, and sincere in your communications with others.	**Radical Candor** *by: Kim Scott*	A Culture of Candor	Radical Candor
Flow Degree to which you consistently engage in peak performance "in the zone," where you are fully engaged.	**Flow: The Psychology of Optimal Experience** *by: Mihaly Csikszentmihalyi*	Create A Work Environment That Fosters Flow	The Secret to Flow: Mihaly Csikszentmihalyi
Solitude Degree to which you are comfortable being alone to proactively plan, reflect, and renew.	**Lead Yourself First: Inspiring Leadership Through Solitude** *by: Raymond M. Kethledge*	The Surprising Benefits of Solitude	The Art of Alone: Intentional Solitude

William L. Sparks & Associates, LLC

100

State Dependence
Cognition & the Capacity for Engagement

Functional IQ	120–100	110–80	90–60	70–50
Cognition	Abstract (Reflective)	Concrete (Routine)	Emotional (Reactive)	Reactive (Reflexive)
Mental State	CALM	ALERT	ALARM	FEAR
Sphere of Concern	Community Clan	Clan Family	Family Self	Self Body Integrity

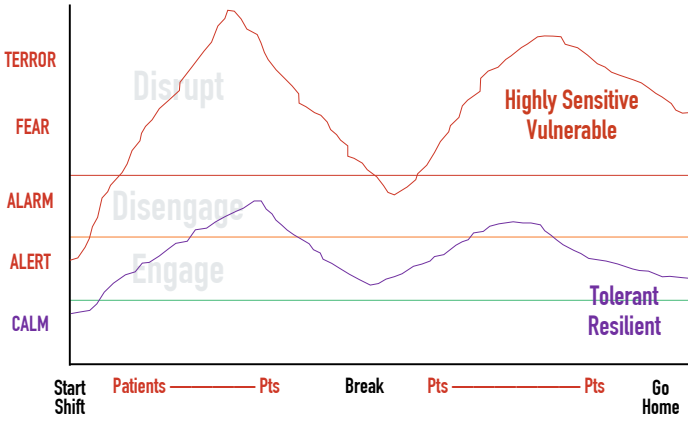
Perry, B.D. NN COVID Series: 1 - Patterns of Stress determine Risk & Resilience https://www.youtube.com/watch?v=orwIn02h6V4&feature=youtu.be

101

Perry, B.D. NN COVID Series: 1 - Patterns of Stress determine Risk & Resilience https://www.youtube.com/watch?v=orwIn02h6V4&feature=youtu.be

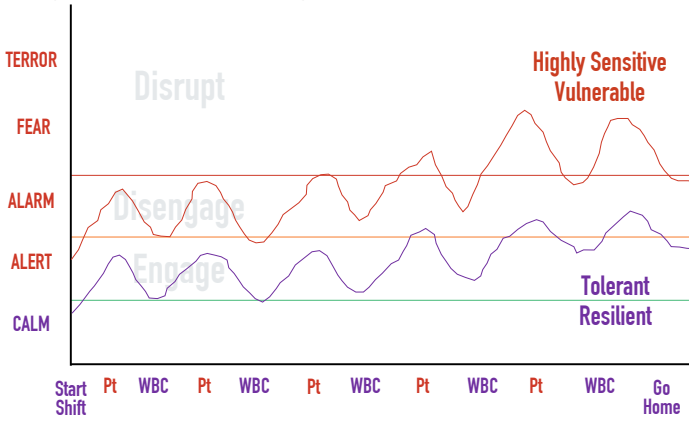
102

Typical Regulation



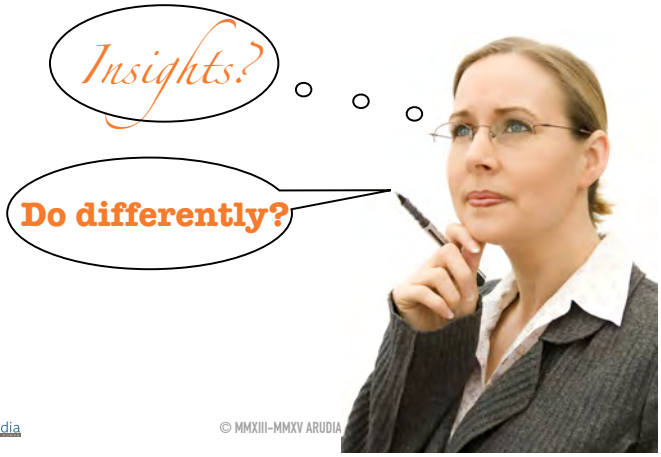
Perry, B.D. NN COVID Series: 1 - Patterns of Stress determine Risk & Resilience https://www.youtube.com/watch?v=orwIn02h6V4&feature=youtu.be

Regulatory Strategies



Perry, B.D. NN COVID Series: 1 - Patterns of Stress determine Risk & Resilience https://www.youtube.com/watch?v=orwIn02h6V4&feature=youtu.be

Poll 16: What has been most valuable to you?



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THANK YOU!

For More Information

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