



What's It Like to Be Led by You?

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Steps to Take:

1. Increase your _____.
2. Get _____ feedback from your co-workers and employees to find out how you are really perceived.
3. _____ your ideal impact with the actual impact you discovered by gathering feedback.

“Awareness means recognizing your illusions for what they are.”

– Scott Adams

HERE'S THE REALITY: The only judgment people can make – the only impression their unconscious mind can form – is how interacting with you makes them **FEEL**.

Ask Yourself Four Questions:

1. How do people experience you?
2. How do *you want* people to experience you?
3. How do people experience themselves when they're with you?
4. How do *you want* people to experience themselves when they're with you?

It requires courage to become great, and one area is the courage to find out how others see you.

- You're more likely to hear what people think and feel if you've established real, ongoing human connections with them.

- You're more likely to hear people's real thoughts and feelings once you've established a history of reacting calmly and constructively to comments of all kinds, even when they're personal and not positive.
- Seek out people's perceptions and perspectives in the context of a specific task, project, or program.
- Build a [network](#) of people who will give you candid feedback.
- A willing boss can also be a valuable source of feedback based on their own experience with you, and they can pass on what they hear about you from others.

Four Ways People Experience You by Frances Frei

Great leadership isn't about you. It's about how effective you are at unleashing other people.

1. _____

Do you have a name in mind?

2. _____

Honestly, now – who would say that is you?

3. _____

Whose name comes to mind?

4. _____

Got a name?

Bottom Line: It comes down to what you think about yourself. Your ideas about what others think of you hinge on your self-concept because, as psychologists tell us, you filter the cues you get from others through your self-concept.

Feedback is tough. Not everyone can handle it.

- What type of person can handle feedback?
- What kind of person rejects feedback?

Laying the Groundwork:

- I want you to be totally honest. Please share everything you want to say, including the thing you're afraid to say because it's awkward or may hurt my feelings.
- You will not be punished for anything you say.
- I will work on the things you reflect back to me today. It may take time, but know that I intend to act on your feedback.

As you consider these questions, please provide specific examples. This will help me better understand your feedback and grow as a leader.

- What have I done or said that has hindered our personal or professional relationship?
- Do you feel like you have the latitude you need to make decisions that are important to your role?
- Do you receive encouragement from me that motivates you?
- Do you ever feel like your voice is not heard or your opinion is not valued?
- What can I do to help make this the best place you've ever worked?
- What are three things you wish I would continue to do, do more, or stop doing?
- What's it like to be on the other side of me in work situations? Personally? What is my blind spot?
- What is my single most important behavioral quality that detracts from the strength of the team or your relationship with me?
- What is my single most important behavioral quality that contributes to the strength of the team and your relationship with me?

– Patrick Lencioni, *The Advantage*

It's important that you know and manage what it's like to be across from you. It changes your life and the lives of others and impacts your future.