



LIKE YOU WERE MEANT TO

Reading Guide | Chapter 4: The Intellectual Dimension

What Am I Thinking?! – Intellectual Dimension

Autopilot off: Move to a quiet place, free of distraction. Take a few deep breaths as you pause, disengage from your outside world and tune in to your inside “headspace.”

Be Aware: With openness and curiosity, begin to notice all your thoughts. . .

- Thoughts about yourself.
- Thoughts about others – loved ones, friends, people who are difficult.
- Thoughts about what you’ve done since you woke up.
- Thoughts about what you plan to do before you go to sleep.
- Your urges or impulses to do something.
- Your hopes and expectations.
- Helpful thoughts.
- Hurtful thoughts.
- Thoughts about this exercise.
- Thoughts about whether you can change how you think!



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What Am I Thinking?! – Intellectual Dimension

Conscious	Subconscious	Creative
Focused; based on what I already know	Automatic, habitual; "not thinking"	Wandering, curious; based on what I know and don't know
Takes time	Takes no time	Ranges from instantaneous to taking a lot of time
Low volume of data ¹	Very high volume of data ²	High volume of data (conscious and subconscious)
More brain energy	Low brain energy	High brain energy
I control my thoughts	My thoughts control me	Little or no control; open, curious
Proactive	Reactive	Proactive
Ex: Carefully following directions to new work location the first day	Ex: Driving to work on the 365th day without even thinking	Ex: Imagining the benefits of working in a whole new office setting

Assess: Using the chart above, annotate your inventory of thoughts on the previous page:

“C” for Conscious thoughts

“S” for Subconscious thoughts

“!” for Creative thoughts

Out of 100%, what amount of thinking is devoted to Creative?

Adjust: What adjustments do you want to make in your thinking the rest of today? Tomorrow?

¹ Rock, Your Brain at Work, Loc 2013. According to Dr. Bruce Lipton, author of The Biology of Belief, our conscious brain can pay attention to only around 40 environmental cues at one time.

² Rock, Your Brain at Work, p. 121. Dr. Bruce Lipton also says our subconscious can pay attention to more than two million environmental cues at one time.



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Intellectual Self-Leadership Challenge #1: Manage Your Brain Fuel!

Autopilot off: Pause. Take a few relaxing breaths. Change out the air in your lungs! Disengage from reacting to others so you can better lead yourself.

Be Aware: Use these questions to notice how you are using your brainpower:

What responsibilities do you have right now that require your best thinking? Your most creative thinking?

When are you making (or finding!) time to do this most important thinking?

Reference the chart in the previous exercise. In what ways does your energy level correspond, or not, with your most important thinking?

Assess: Overall, what grade would you give yourself for matching your physical energy level to your most important, creative thinking?



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Intellectual Self-Leadership Challenge #1: Manage Your Brain Fuel!

Adjust: What adjustments would you like to make the next time you need to be creative or do some good thinking?



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Intellectual Self-Leadership Challenge #2: Notice & Minimize Your Assumptions

Autopilot off: Put all your devices in “Airplane Mode” for a few minutes while you pause to improve how you’re thinking about people, problems, or problem people(!).

Be Aware: As you focus on a particular problem that probably involves people in some way, consider the following:

What are the primary thoughts you have about the problem – perhaps the cause of the problem and or the possible solution. State your summary to yourself.

As you inventory your thoughts about this problem, evaluate which of them you know to be true with absolute certainty (ie you were an eyewitness or you’ve asked for and been given the facts). Which of your summary thoughts are assumptions (ie you think they are correct but don’t know with absolute certainty)?

Assess: Overall, what portion of your summary do you know to be 100% true? What portion is assumption?



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Intellectual Self-Leadership Challenge #2: Notice & Minimize Your Assumptions

Adjust: What curious questions could you ask, of whom, in order to reduce the assumptions in your present thinking about this problem or person?



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Intellectual Self-Leadership Challenge #3: Manage Your Thoughts (So They Don't Manage You!)

Autopilot off: Pause quietly and take a few deep breaths. It's time to take control of your thoughts, rather than letting them control you.

Be Aware: Take an inventory of all the thoughts passing through or residing in your mind right now. Jot down as many of them as you can – no matter how small or random they may be. Remember to look for the sub-conscious thoughts lurking just underneath the conscious ones.

Assess: Next to each thought, make a mark to assess whether the thought is Helpful (H) or Not Helpful (NH) to what you are doing today.

Adjust: From your list of (H) Helpful thoughts, identify the one or two “most powerful” thoughts that represent the best way for you to think (about yourself, about a problem) as you continue your day. Highlight these thoughts and remind yourself of them until your challenge or task or day is complete.



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Intellectual Self-Leadership Challenge #4: Change How You Think

Autopilot off: You can't change others. But you can change yourself. Get ready to change how you think about something or someone.

Be Aware:

Think about a particularly difficult person or problem in your life – someone or something that really bothers you.

Now notice the automatic negative thoughts you have about this person or problem. Be sure you own the thought – it is your current way of thinking on this topic. Write down the dominant thought.

Now write down a NEW thought you want to have about your relationship with this difficult person or problem – a thought about how you would like to begin thinking.

Assess: What difference could it possibly make for you, and perhaps this issue, if you began thinking this NEW thought? How might it lead to new behaviors for you?



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Intellectual Self-Leadership Challenge #4: Change How You Think

Adjust: Write the new thought – new way of thinking – here again. Also, write it someplace where you will be reminded regularly to think it. Say it out loud to yourself. Perhaps tell a friend of your intention. Use any means possible to keep blazing a new neural pathway in your brain, and change how you think!



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My Recent Regrettable Leadership Experience – Intellectual Dimension

Autopilot off: Be curious and ready to notice new things about yourself.

Be Aware:

Using the new perspectives on your intellectual dimension from Chapter Four, consider the following questions to help you be more aware of how you were showing up intellectually in your regrettable leadership experience.

- What was foremost on my mind? Was this thought helpful? Was it true?
- What else was I thinking about in the background (perhaps something in the recent past or near future)?
- What was I thinking about the meeting?
- What was I thinking about the other person(s)?
- What was I thinking about myself?
- How did I process my thoughts (creatively, randomly, logically)?
- How were others reacting to my thinking?

Assess: On a scale of 1-10 (10 being awesome!), how was I managing myself intellectually prior to the start of my recent regrettable leadership experience.

On a scale of 1-10, how was I managing myself intellectually during the experience?

Overall Assessment: _____



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My Recent Regrettable Leadership Experience – Intellectual Dimension

Adjust: What adjustments do I wish I had made prior to and/or during the experience?
