LEAD

LIKE YOU WERE MEANT TO

Reading Guide | Chapter 2: The Four-Dimensional Leader

Exercise: My Recent Regrettable Leadership Experience

Think back over the past couple of weeks to an encounter that did not go well. We all have these occasionally. You regret how you handled yourself. You really wish you could have a do-over!

This encounter could be any interaction with another person or group of people—your boss, a colleague, a direct report. It could be a meeting that you led or participated in. It could be a talk or presentation that you gave. The key is that it did not go well.

Write down everything you can remember about how you showed up in that encounter.

This is an important beginning exercise. It will provide you with a baseline on your current level of self-awareness in the middle of a difficult situation. You will be able to compare what you notice in this do-over with your ability to notice so much more as you progress through *Lead Like You Were Meant To*.

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Exercise: A Great Example of the Four Dimensions in Action

The movie Gladiator provides a vivid illustration of a leader "facing a tough day at the office." First he has to be sure everything is ready for a "big meeting." Then he has to give an inspirational talk to his "team members" to encourage them to do their jobs well.

But before he does any of this, he takes time to prepare himself in all four dimensions – so he shows up, speaks and leads at his best.

Watch the first eight minutes (through the end of his opening speech) with a pen and paper in hand and notice how he leads himself at the very beginning, much of it while he is still by himself, isolated from his soldiers. Write down everything you notice about how he fortifies himself, leads himself, and then his soldiers . . . before the battle even begins.

What do you notice?

(When you're done, compare your observations with Rob's in Ch. 2 of *Lead Like You Were Meant To*.).

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