

The Music of Leadership



New York, NY

March 6, 2010

"The music is struggle. You have to want to struggle. And what most leaders are the victim of is the freedom not to struggle. And then that's the end of it. Forget it!"

Sharing & Learning from Stories

Select a story partner, preferably someone you do not know as well as others.

Dialogue with your partner using the questions on the following pages.

Each person will have 30 minutes to share their story with his or her partner

Encourage your partner to tell his or her story; draw him or her out with your interest.

Take rich notes and listen for great quotes and stories. Be attentive so that you can retell your partner's story. You will share the results of your listening and use them to shape our experiences today and beyond.

After 30 minutes, reverse roles, i.e., listener becomes storyteller.

Tips for Story Sharing & Listening:

- **Use the story catching pages as your "script"**
Open the topic and ask the questions as they are written.
- **Allow for silence**
If somebody doesn't want to, or can't answer any of the questions, that's OK. Let it go or come back to it later.
- **Be genuinely curious about their experiences, thoughts, and feelings**
Let the storyteller share his or her story; don't tell yours or give your opinion about their experiences.
- **Listen for great quotes and take rich notes of the highpoints, special insights and story details**
Don't let the note taking interrupt your dialogue.
- **Manage your own time. Have fun!**

Without being humble, what do you value about yourself in that story?

What did you value about the work you were contributing to at that time?

What did you value about others who supported you at that time?

What made it possible to elevate your achievement from the ordinary to the extraordinary?

Imagine that the ATL was in “full song” and making music for each of us individually and as a group. What three wishes do you have to enable that to happen?

- 1.**

- 2.**

- 3.**

Story Reprise

Story Catcher: _____

Story Teller: _____

What was the best quote that came out of this story?

Write the most compelling element of the story that came out of this dialogue.

What 1-3 themes that stood out the most, during this story?

Discovering Story Themes

Purpose:

To welcome each other and to learn about the experiences and unique qualities we each bring to our endeavors.

Process:

1. Select a scribe and a correspondent.
2. Choose any order you want to go in. Each person will have 3 minutes to speak. The scribe will capture the highlights as each person speaks (spelling and handwriting do not count!).
3. When it is your turn, introduce your story partner to the others in your table group. Share highlights, insights; everyone listens for patterns/insights from the story you heard from your partner, such as:
 - Recollections of success and achievement
 - Contributing forces
4. Collaborate to create a list of the themes that were present in many of the stories. Record the top ones on the Wall Chart provided:
 - a. High points that were significant
 - b. Life-giving forces that supported success
 - c. Ideas that “grabbed” you
5. Identify ONE best high point story for the correspondent to summarize to the whole group.
6. Make a second list of all of the wishes that were made.

Our Positive Essence

The positive essence is the essential nature of this group at its best – people’s collective wisdom about our tangible and intangible strengths, talents, resources, potentials and assets.

Purpose:

To surface the best characteristics and capabilities available to support the New York ATL group.

Process:

Reflect on the stories, conversations, themes and insights that came out of this morning’s activities. Now, make some notes on the great sources of energy, competency and commitment that you perceived. Choose your top 3-5 and write each one boldly on a Post-it note.

Creative Performance of Our Dream

Purpose:

To bring our dream to life by depicting it before the whole group.

Process:

Choose a creative way for your small group to present your collective vision of what ATL would look like if your wishes came true. . . as if the dream were completely a reality, present and shown in its best form. Choose a creative way to present your dream (vision) to all the participants. You may use a single format or combination of song, poem, skit, and/or pictures.

1. Preparing for this activity

- Select one or two of the posted themes you want to focus on.
- Discuss what these themes mean to those in your group.

2. Creating your performance

- Using the materials provided, create an artistic expression of what it will be like when these themes are fully present and expressed in their best form within ATL.

Crafting Dream Statements

Purpose:

To create an inspiring statement of your dream that points the way to your desired future.

Process:

1. Select a discussion leader, recorder and reporter.
2. Using your creative presentation as a starting point, capture your group's aspirations in a dream statement written and prepared on flipchart page

Looking toward the future, imagine that ATL has been able to innovatively transform its academic programs, services, and ways of working to best serve all of its stakeholders. It is a university that you want to be part of and others are attracted to as well.

Articulate the dream that you really want, that you expressed in your creative presentations and draws on the themes or conversations identified in the discovery phase.
Ask yourself:

- What vision was achieved?
- What is happening? How does this happen?
- What are the contributing factors that made this happen? (i.e. leadership, structures, processes, etc.)
- What are the rewards and benefits of achievement?
- What makes this dream (the vision) exciting?

Priority Backcasting

Purpose:

To clarify the generative impact that living our dream has had on you and ATL

Guidelines:

This is a solo task. Please work quietly without speaking to other participants.

Using the markers and the easel pad sheet provided, scribe your notes for the presentation.

- Think back on what ATL has achieved from taking full advantage of the opportunities and strengths of our positive essence and dream from the vantage point of the future.
- Scan the questions, listed below. Write what you think, feel, and remember.
- Use words, diagrams, pictures and models that represent your ideas. Your responses should be self-explanatory so others will be able to understand what you have written without further clarification.

Context

Let's assume it is October 21, 2017. You are preparing to be interviewed on Charlie Rose. Tomorrow he will focus on people whose achievements as leaders came from personal transformation and the support of other leaders. You have been asked to highlight what your ATL relationships have inspired by optimizing vision, versatility, creativity, and positive belief in yourself.

* You have 10 minutes to prepare your notes *

Charlie Rose Interview Questions

What are your successes as a high achieving leader in 2013?

- > How did having ATL colleagues on the leadership journey helpful to that success?

With whom have you collaborated in your journey towards high leadership achievement?

- > How did those alliances come to be?
- > What did these partners contribute?
- > How did they enhance your creativity?

What challenges did you encounter in your journey?

- > What did the ATL relationships supply to offset the challenges?
- > How did you grow from those encounters?

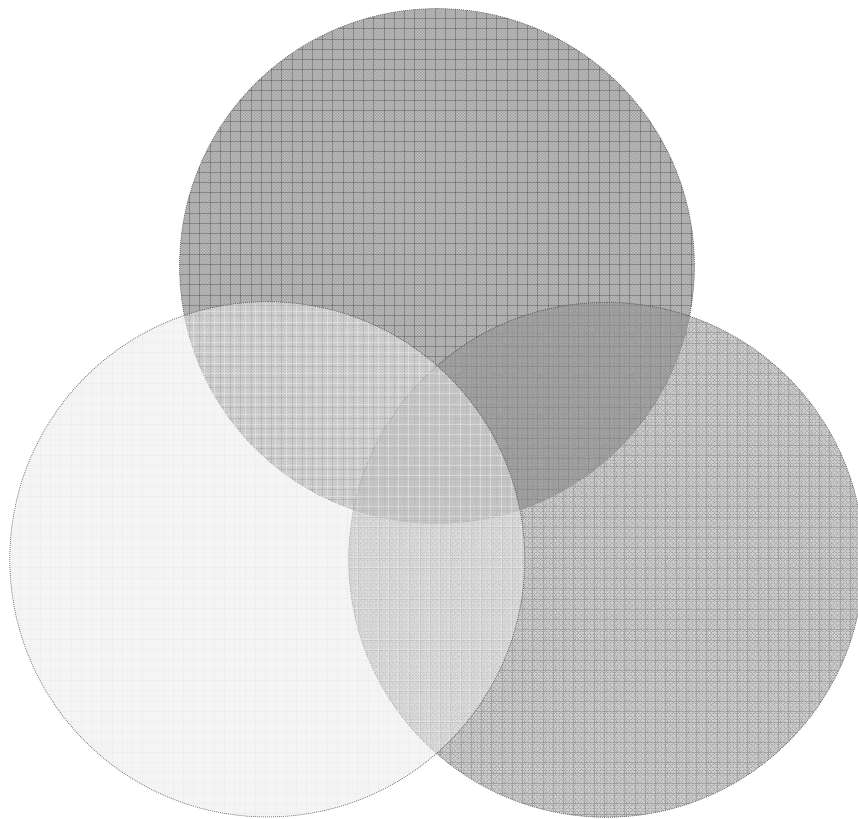
How did the vision of ATL expressed in 2010 lead to the success that is being acknowledged today?

- > What was a hallmark event that provided vision, direction and clarity to you?

What makes you most proud about the years of achievement that you and your ATL colleagues have experienced?

Mapping ATL Possibilities

RETAIN



REVOLUTIONIZE

RESIGN

Optimizing Future Efforts

Purpose:

To join together our shared dreams and possibilities into the rising libretto of ATL.

Process:

1. As a group brainstorm list of ventures and interest areas in which we could engage to directly impact the success of ATL and its members.
2. Select and prioritize the 3 things from your list.
3. Be ready to share with the whole group.

Our Deepest Fear

Our deepest fear is not that we are inadequate.

Our deepest fear is that we are powerful beyond measure.

It is our light, not our darkness that most frightens us.

We ask ourselves, who am I to be brilliant, gorgeous, talented and
fabulous?

Actually, who are you not to be?

You are a child of [the universe].

Your playing small doesn't serve the world.

There is nothing enlightened about shrinking so that

other people won't feel insecure around you...

...as we let our own light shine, we unconsciously give other people
permission to do the same.

As we are liberated from our own fear, our presence automatically liberates
others.

~ Marianne Williamson