

ROB McKINNON

LEAD 

**LIKE YOU
WERE
MEANT TO**

AUDIBLE RESOURCES

Reference while listening,
for the best audiobook experience.

INTRODUCTION

GET READY TO LEAD LIKE YOU WERE MEANT TO

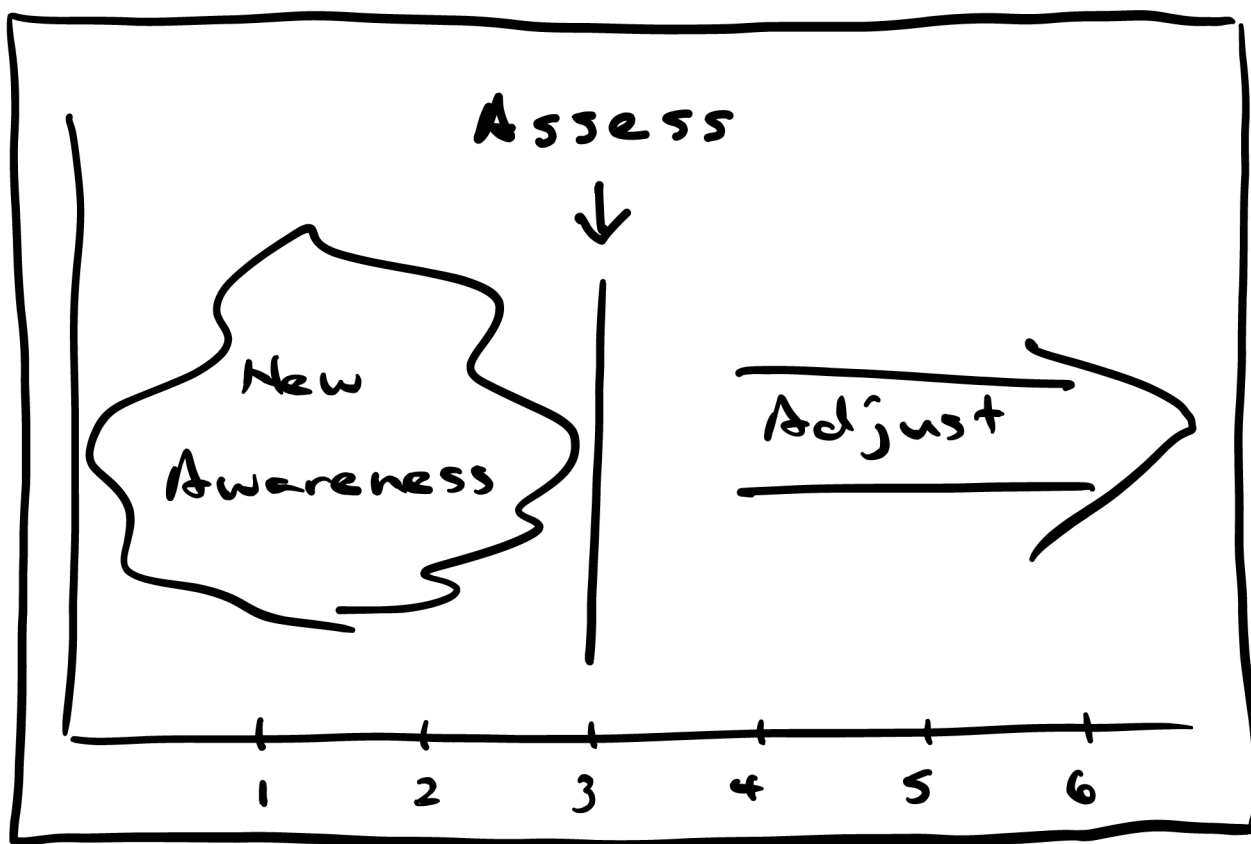


Figure 1. The McKinnon Way six-month leadership coaching timeline.

CHAPTER I GETTING PAST THE THREE ROADBLOCKS

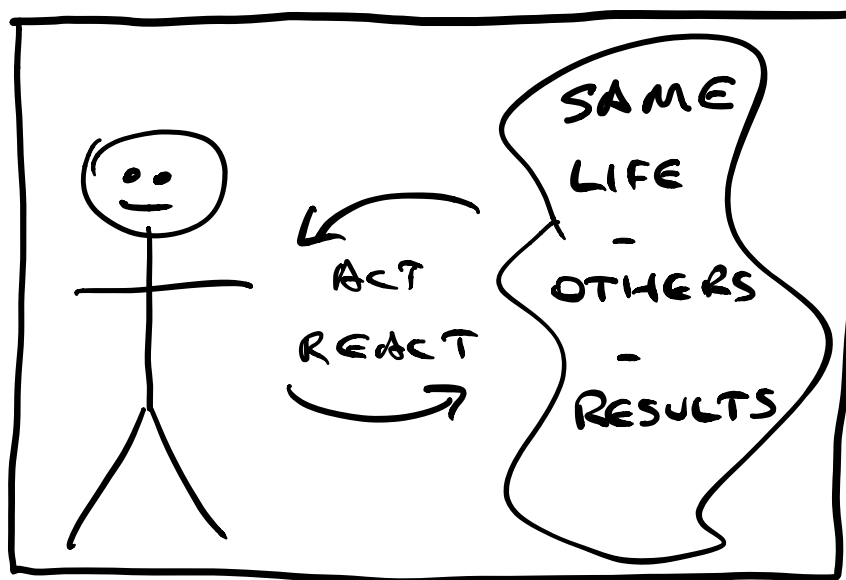


Figure 2. Autopilot on: acting and reacting in the same way leads to the same results.

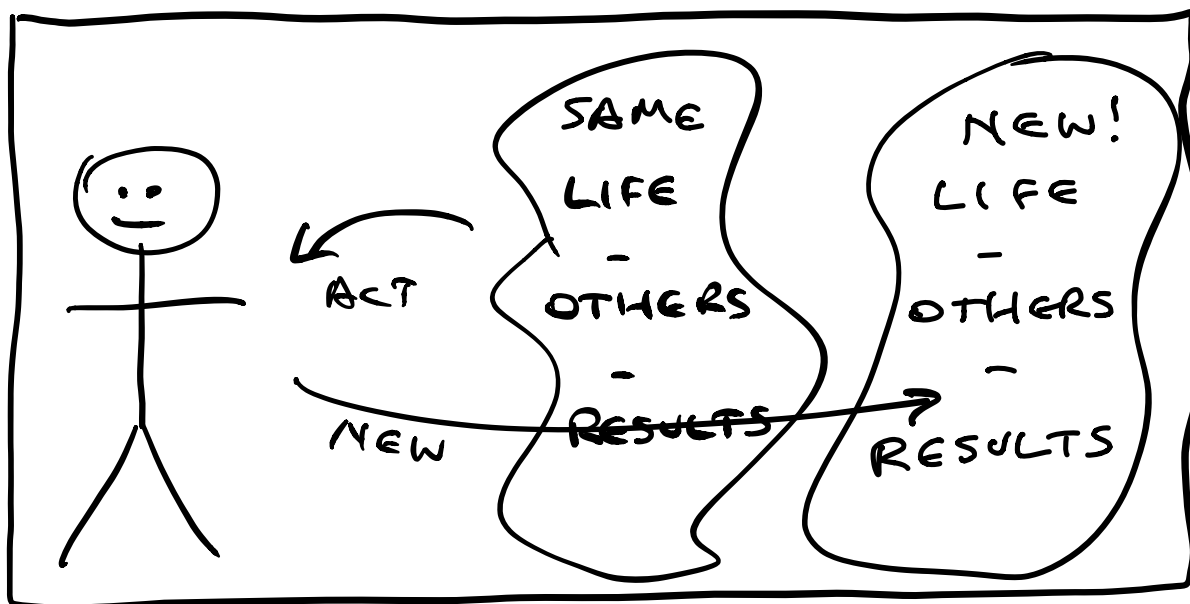


Figure 3. Autopilot off: acting and reacting in new ways leads to new results.

CHAPTER 2

THE FOUR-DIMENSIONAL LEADER

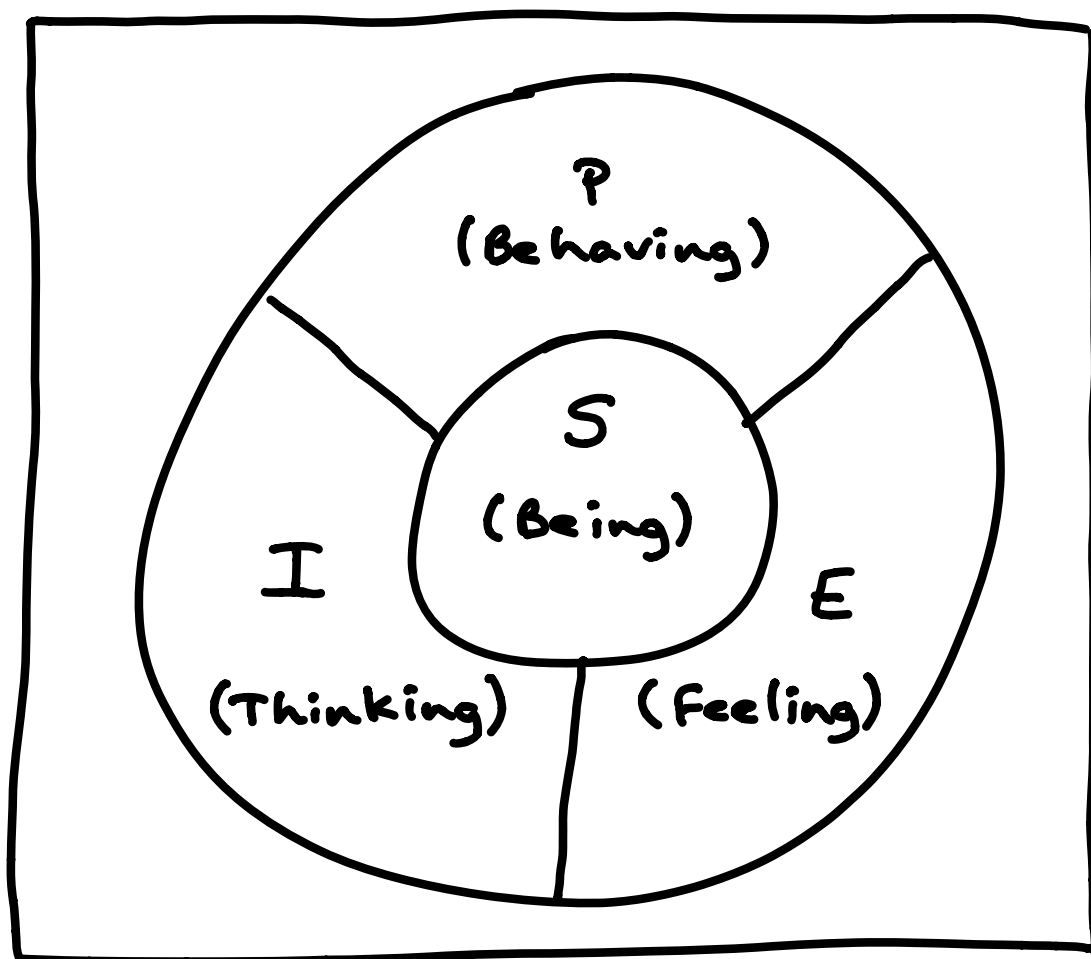


Figure 4. Diagram of the four-dimensional leader model.

CHAPTER 4

THE INTELLECTUAL DIMENSION

Conscious	Subconscious
THOUGHT	thought, thought, thought, thought, thought, thought, thought, thought, thought, thought, thought, thought
What I'm trying to think about or concentrate on	What I'm also thinking about

Table 1. Conscious and subconscious thoughts.

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 ¹¹	Very high volume of data ¹²	High volume of data; both conscious and subconscious
Average brain energy	Low brain energy	High brain energy
"I control my thoughts."	"My thoughts control me."	"I am open and curious, even though I have little or no control over my thoughts."
Proactive	Reactive	Proactive
Example: Carefully following directions to a new work loca- tion the first day	Example: Driving to work after one year without even thinking	Example: Imagining the bene- fits of working in a whole new office setting

Table 2. Conscious, subconscious, and creative thinking.

CHAPTER 4 THE INTELLECTUAL DIMENSION

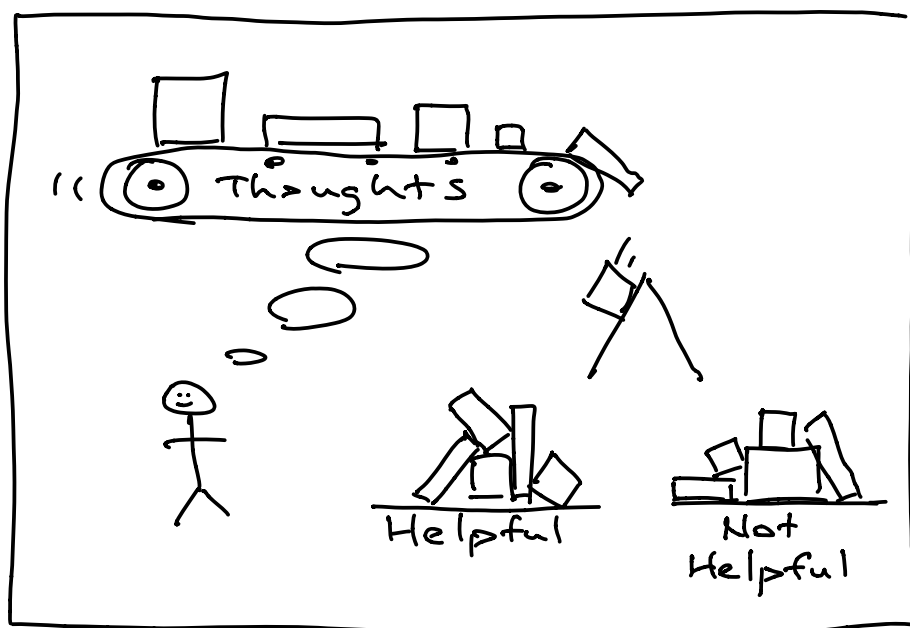


Figure 5. When you are aware, you can choose to keep helpful thoughts and let go of thoughts that are not helpful.

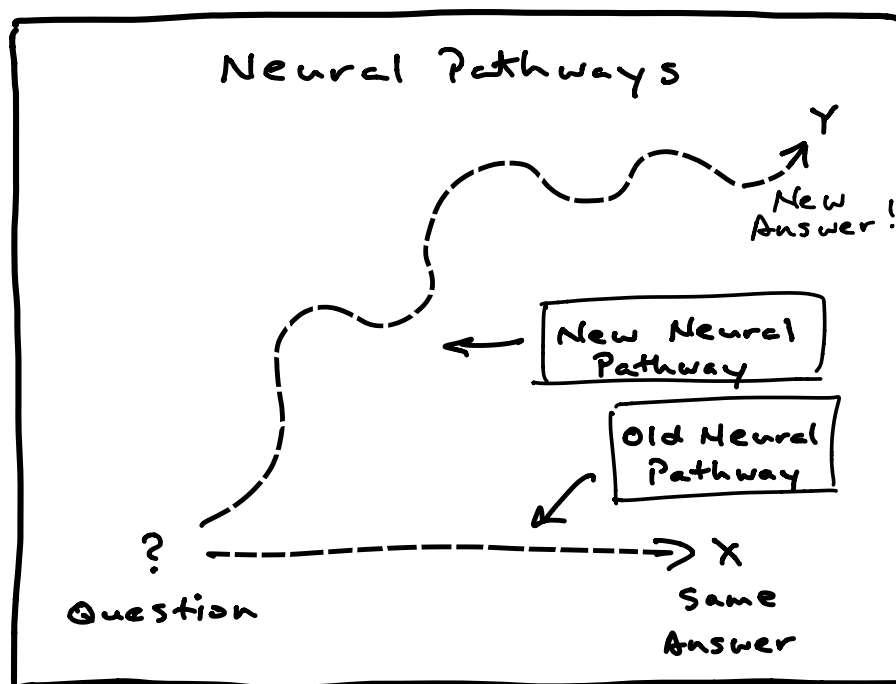


Figure 6. Old neural pathways vs. new neural pathways.

CHAPTER 5 THE EMOTIONAL DIMENSION

<u>Low Intensity</u>		<u>Primary Emotion</u>		<u>High Intensity</u>
Content	←	Glad	→	Joyful
Disappointed	←	Sad	→	Depressed
Frustrated	←	Mad	→	Outraged
Nervous	←	Scared	→	Panicked

Table 3. Each emotion has a “volume knob” ranging from low to high.

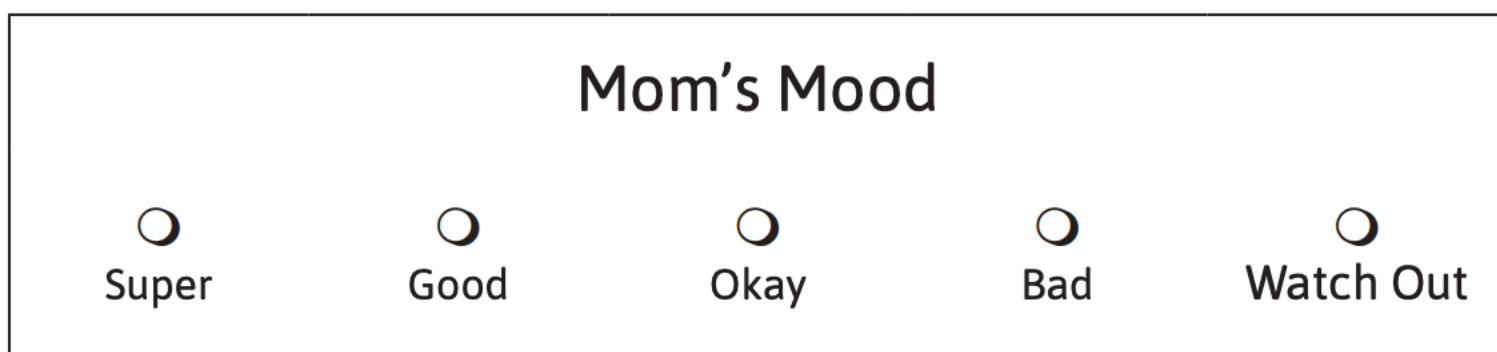


Figure 7. A sign that hangs in the McKinnon kitchen.

CHAPTER 6 THE SPIRITUAL DIMENSION

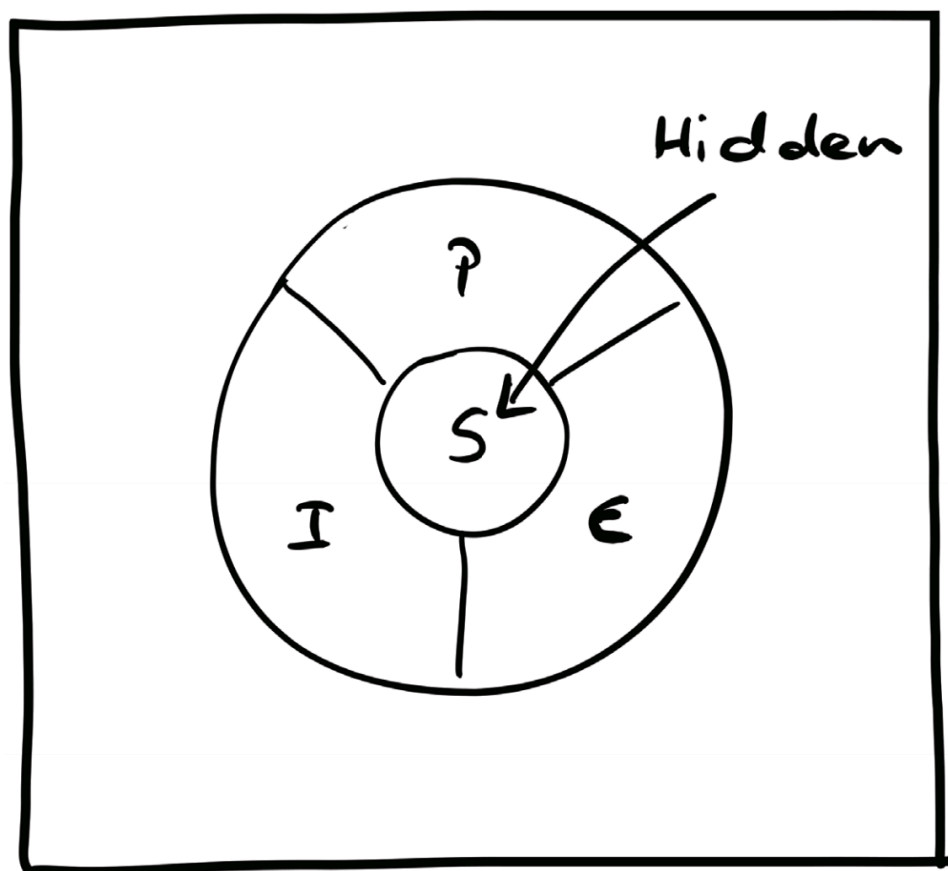


Figure 8. The hidden, but core, spiritual dimension.

CHAPTER 6 THE SPIRITUAL DIMENSION

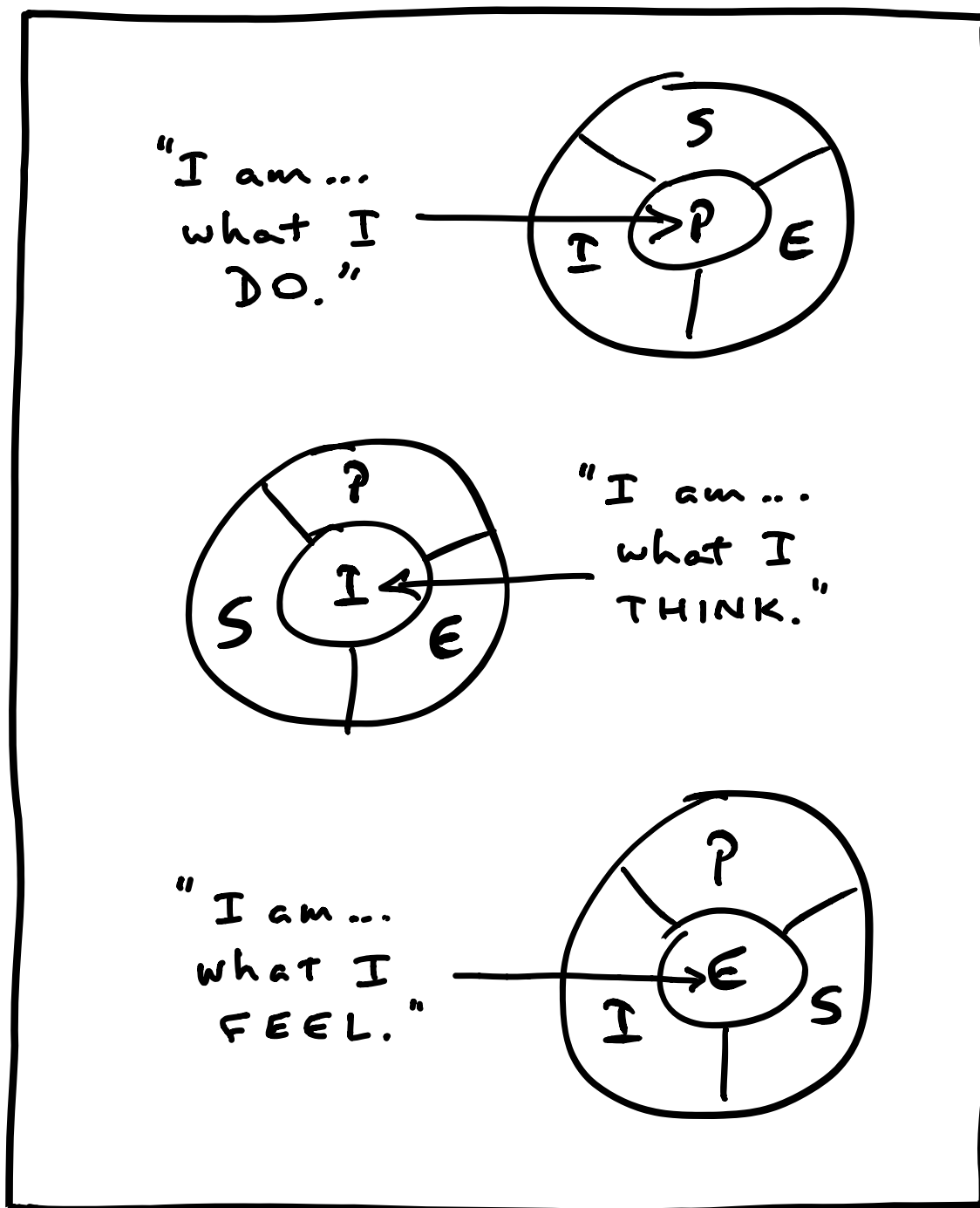


Figure 9. Don't confuse your core spiritual identity with what you do, think, or feel.

CHAPTER 6 THE SPIRITUAL DIMENSION

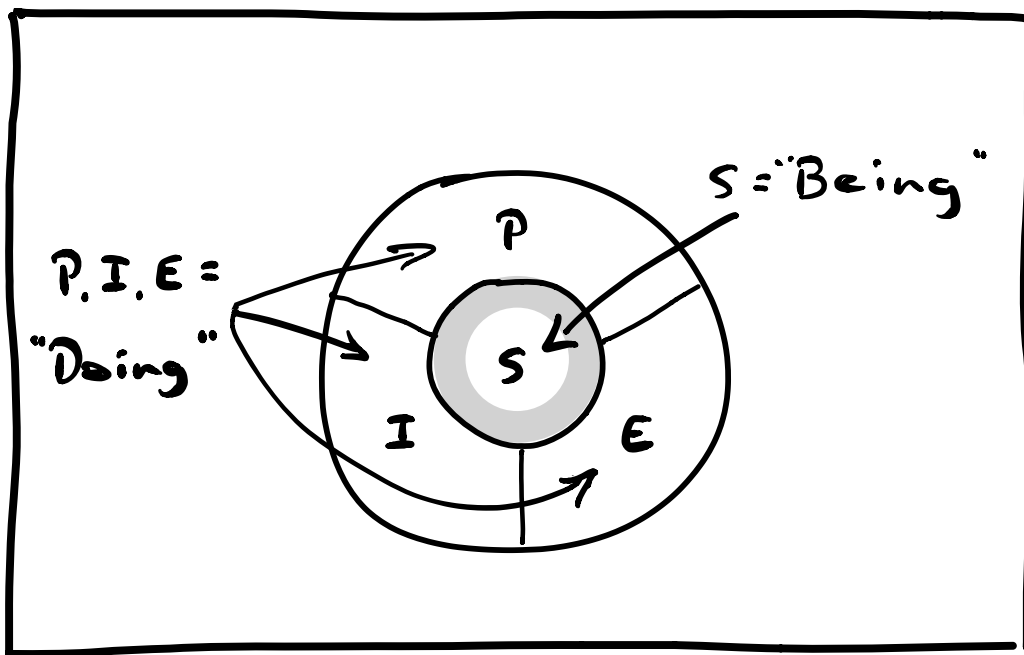


Figure 10. Our spiritual “being” is distinct from the “doing” expressed through our outer three dimensions, the personality dimensions.

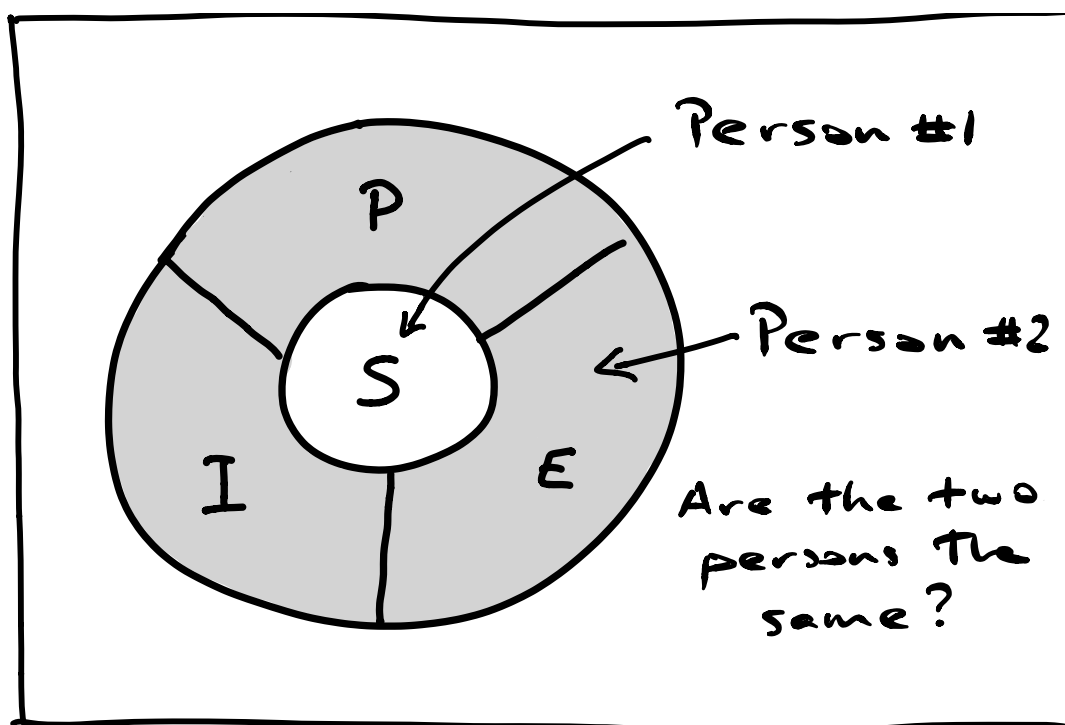


Figure 11. When we are authentic, all four dimensions represent the same person.

CHAPTER 6
THE SPIRITUAL DIMENSION

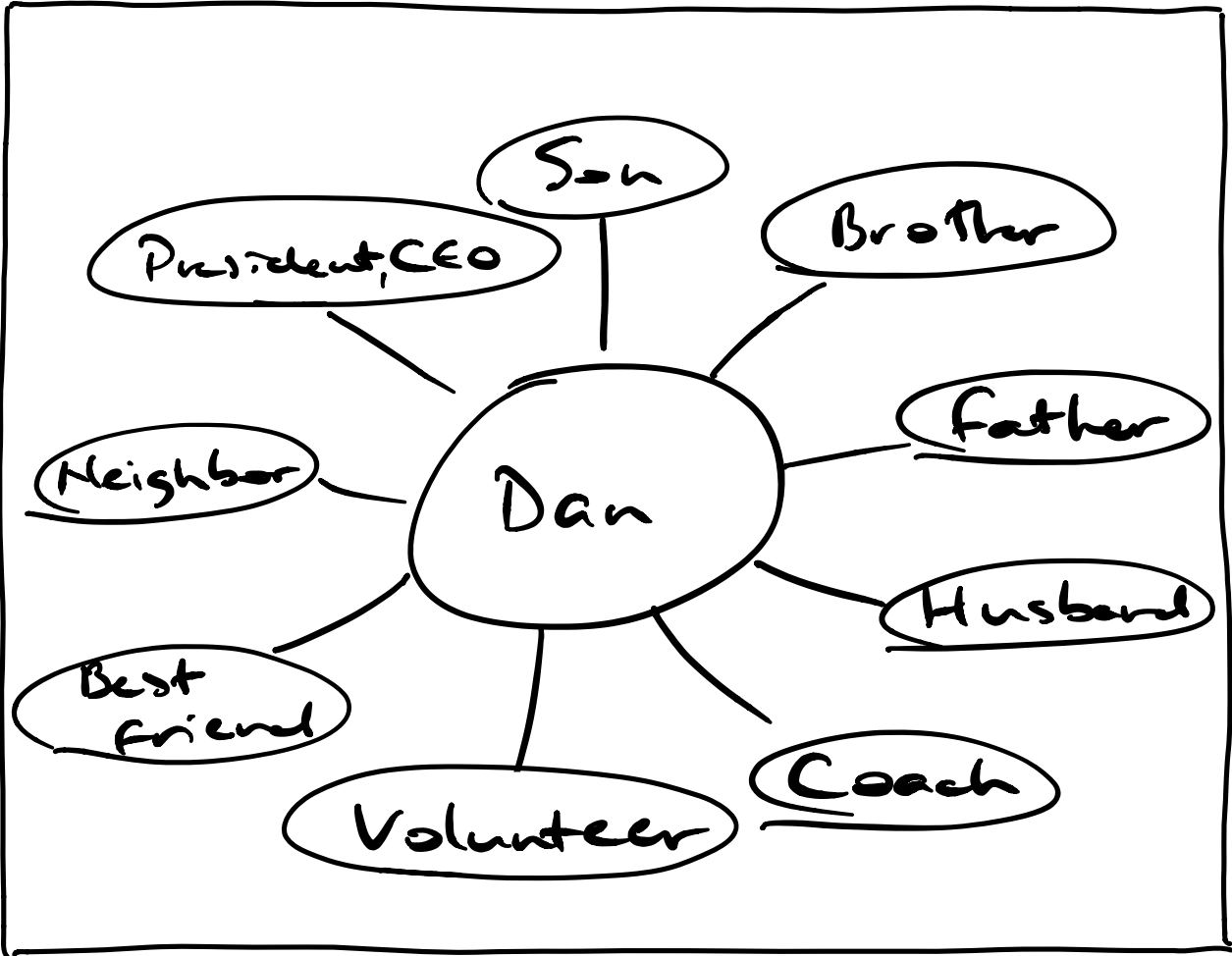


Figure 11. One way to discern identity is to look for common traits in the various roles you fill in life.

<u>Individual</u>	<u>Corporate</u>	<u>Answers</u>
Identity	Brand	Who?
Purpose	Mission	Why?
Beliefs/Values	Culture	How?

Table 4. The elements of our spiritual dimension parallel the elements of Brand, Mission and Culture in an organization.

CHAPTER 7

FOUR-DIMENSIONAL AWARENESS: PUTTING IT ALL TOGETHER

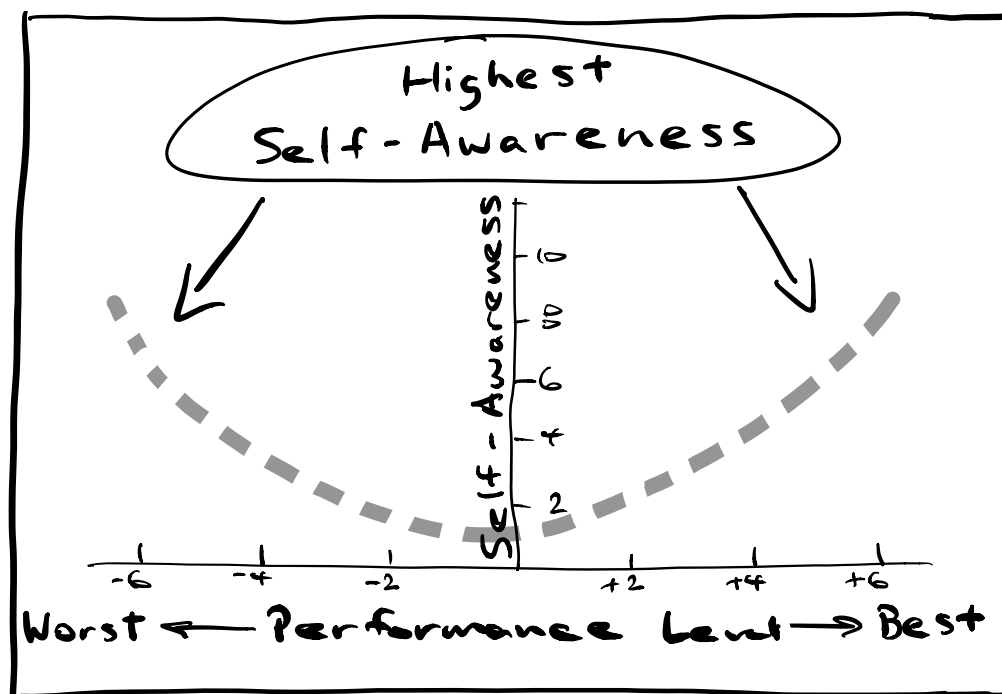


Figure 13. Self-awareness is usually highest at times when our performance is extremely good or extremely bad.

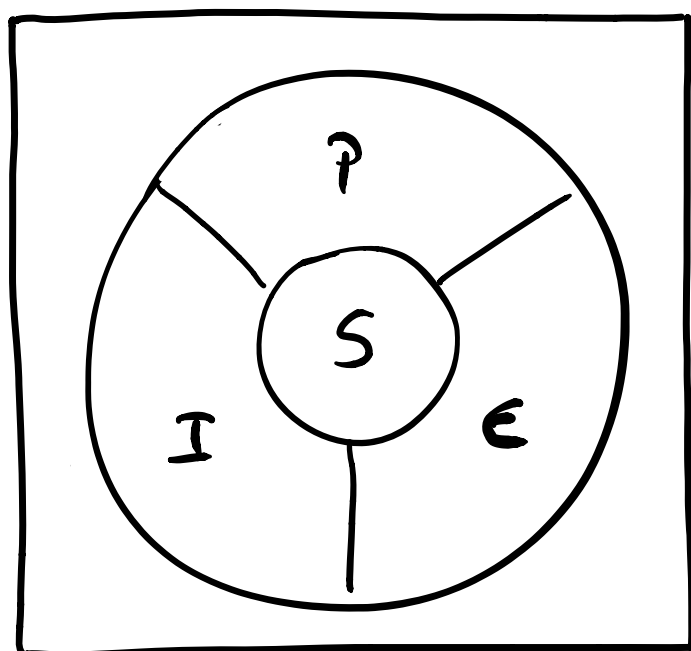


Figure 14. Diagram of the four dimensions.

CHAPTER 7

FOUR-DIMENSIONAL AWARENESS: PUTTING IT ALL TOGETHER

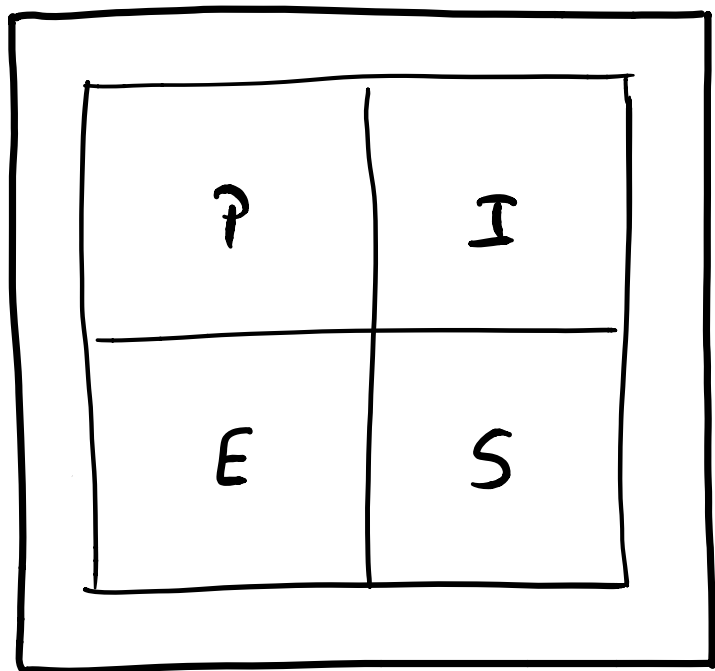


Figure 15. The four dimensions diagrammed as a four-quadrant matrix.

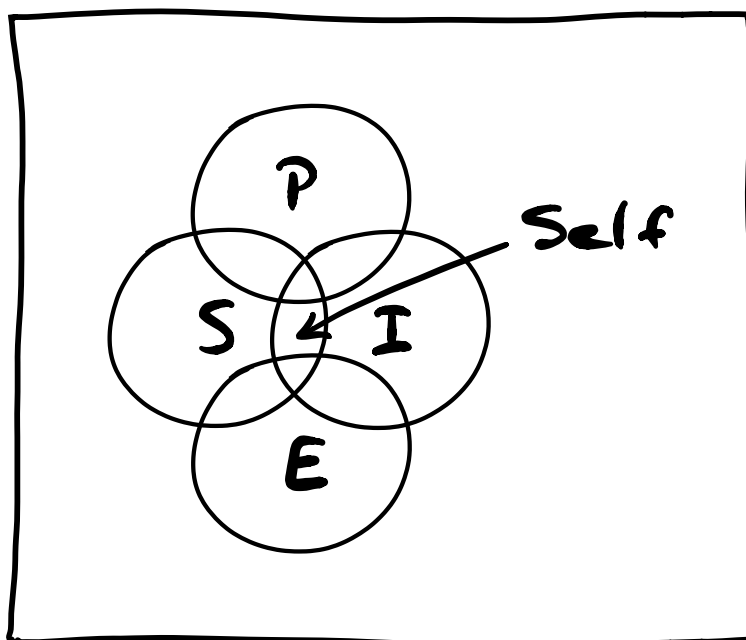


Figure 16. The four dimensions diagrammed as interlocking circles.

CHAPTER 7

FOUR-DIMENSIONAL AWARENESS: PUTTING IT ALL TOGETHER

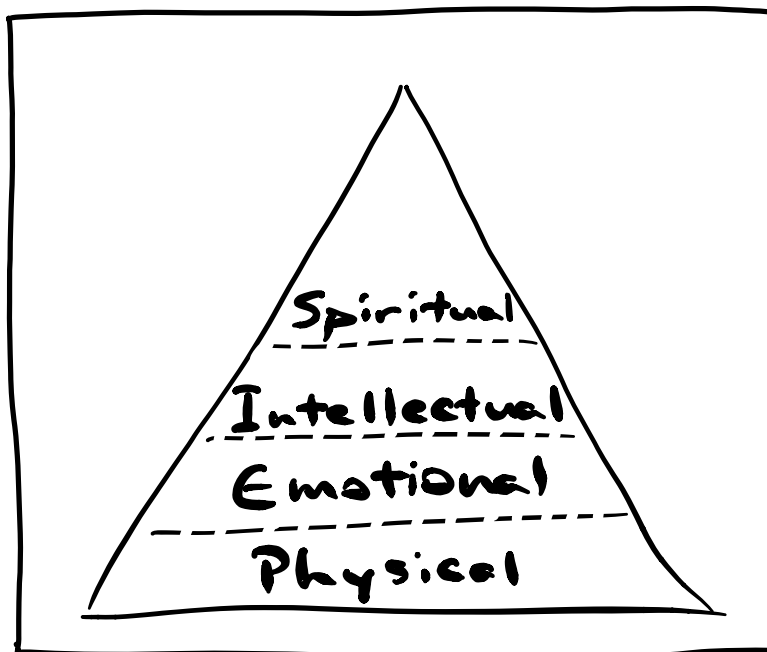


Figure 17. The four dimensions diagrammed as a pyramid.

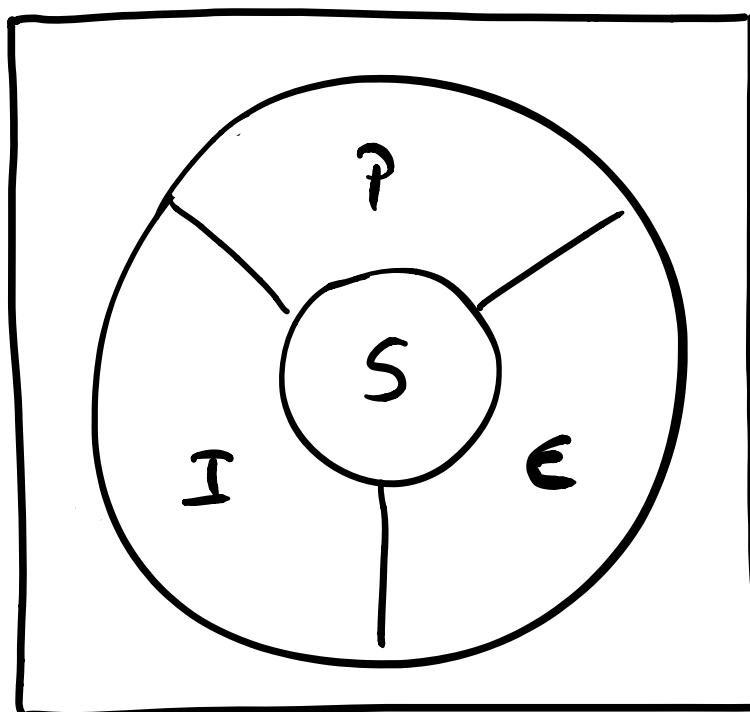


Figure 18. The author's preferred diagram of the four dimensions.

CHAPTER 7

FOUR-DIMENSIONAL AWARENESS: PUTTING IT ALL TOGETHER

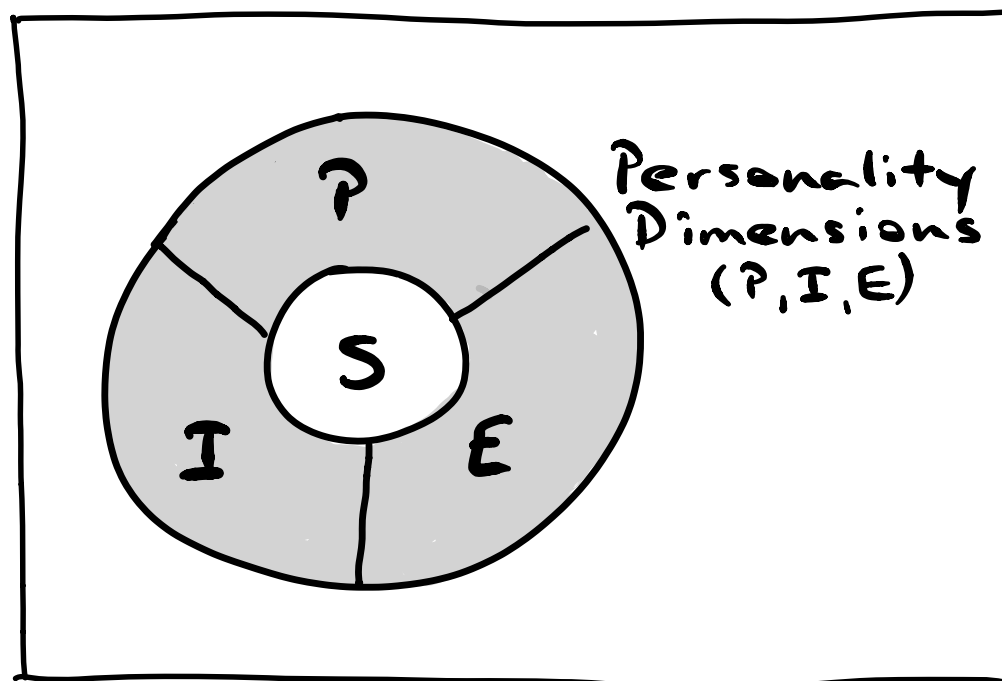


Figure 19. Our personality is represented in our outer three dimensions: physical, intellectual, and emotional.

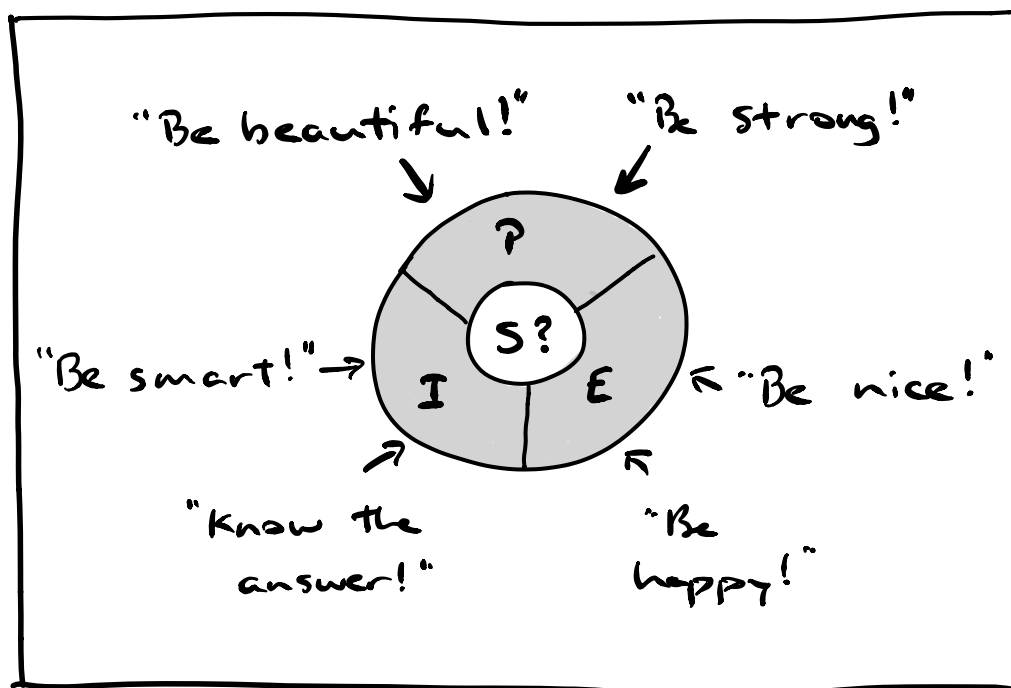


Figure 20. Our outer three dimensions interact directly with the outside world.

CHAPTER 7

FOUR-DIMENSIONAL AWARENESS: PUTTING IT ALL TOGETHER

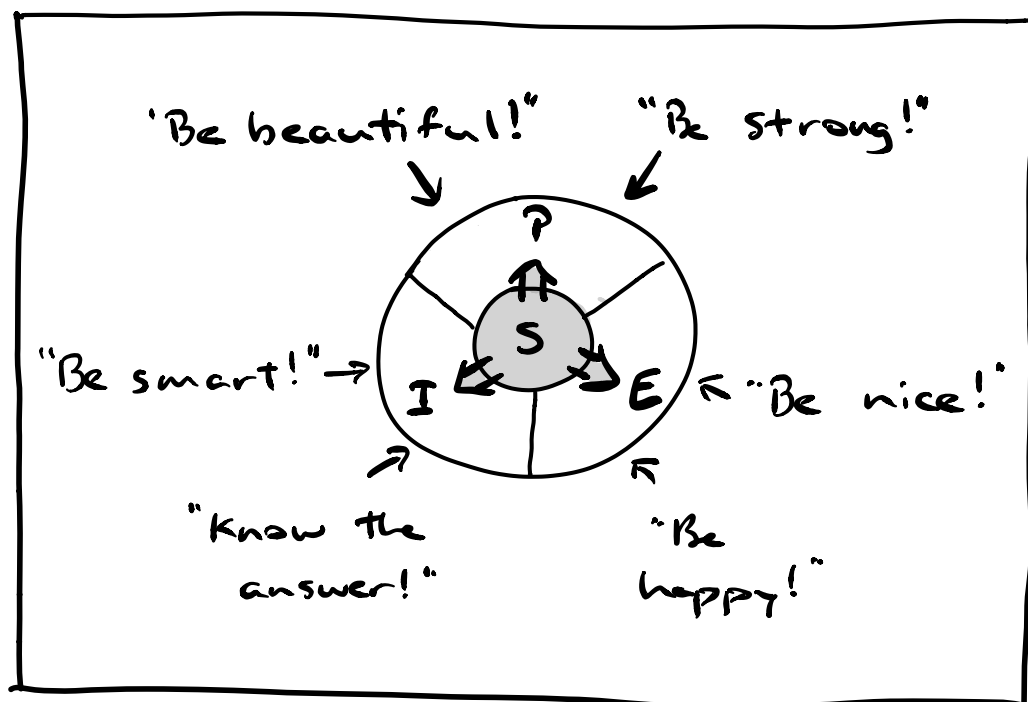


Figure 21. A strong spiritual core tells the outer three dimensions how to respond to the demands the world makes of us.

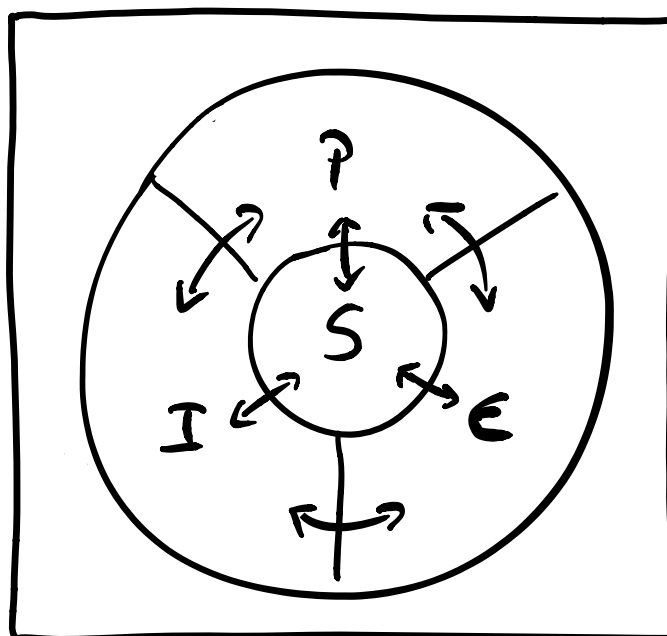


Figure 22. Each dimension influences and is influenced by the other three.

CHAPTER 7

FOUR-DIMENSIONAL AWARENESS: PUTTING IT ALL TOGETHER

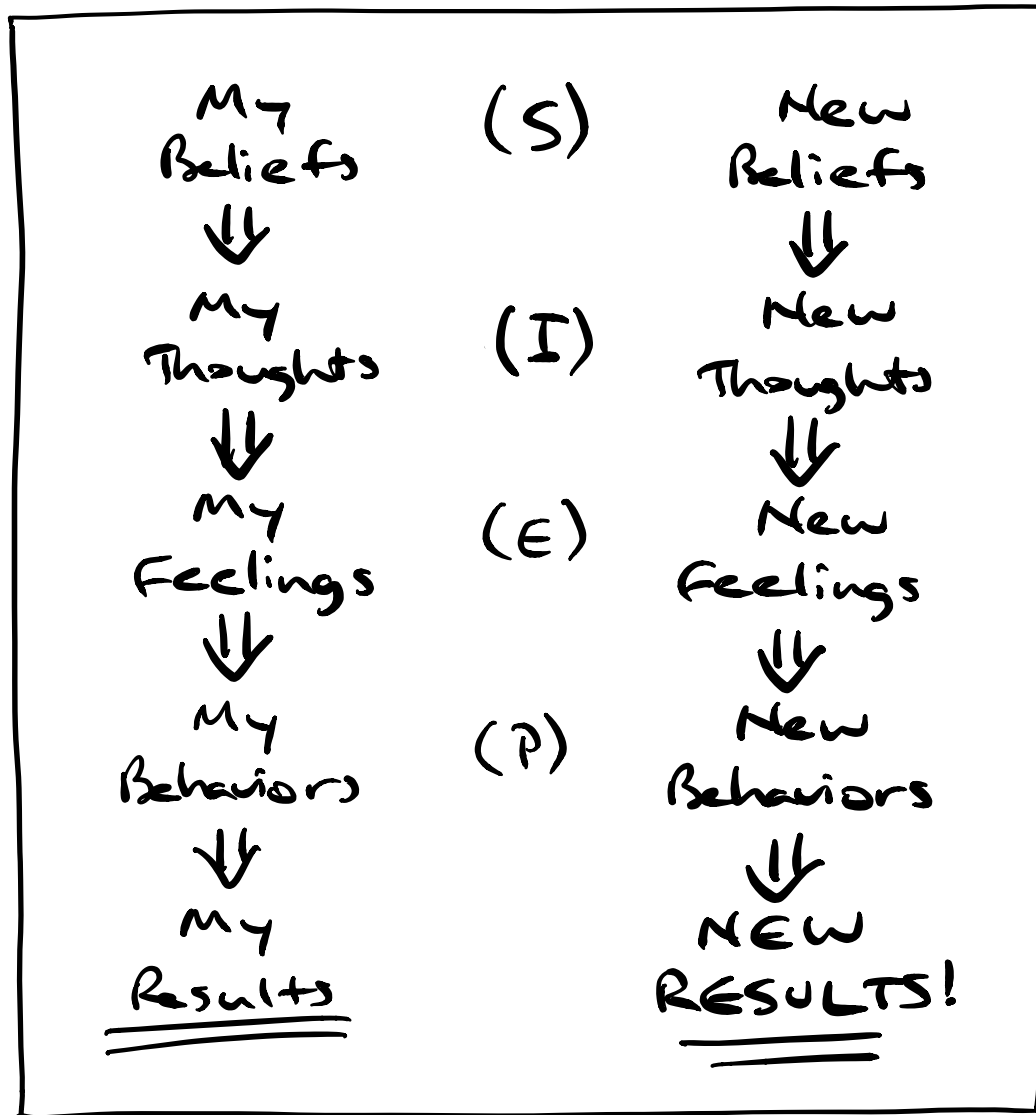


Figure 23. One model for how the four dimensions operate together to produce results.

CHAPTER 7

FOUR-DIMENSIONAL AWARENESS: PUTTING IT ALL TOGETHER

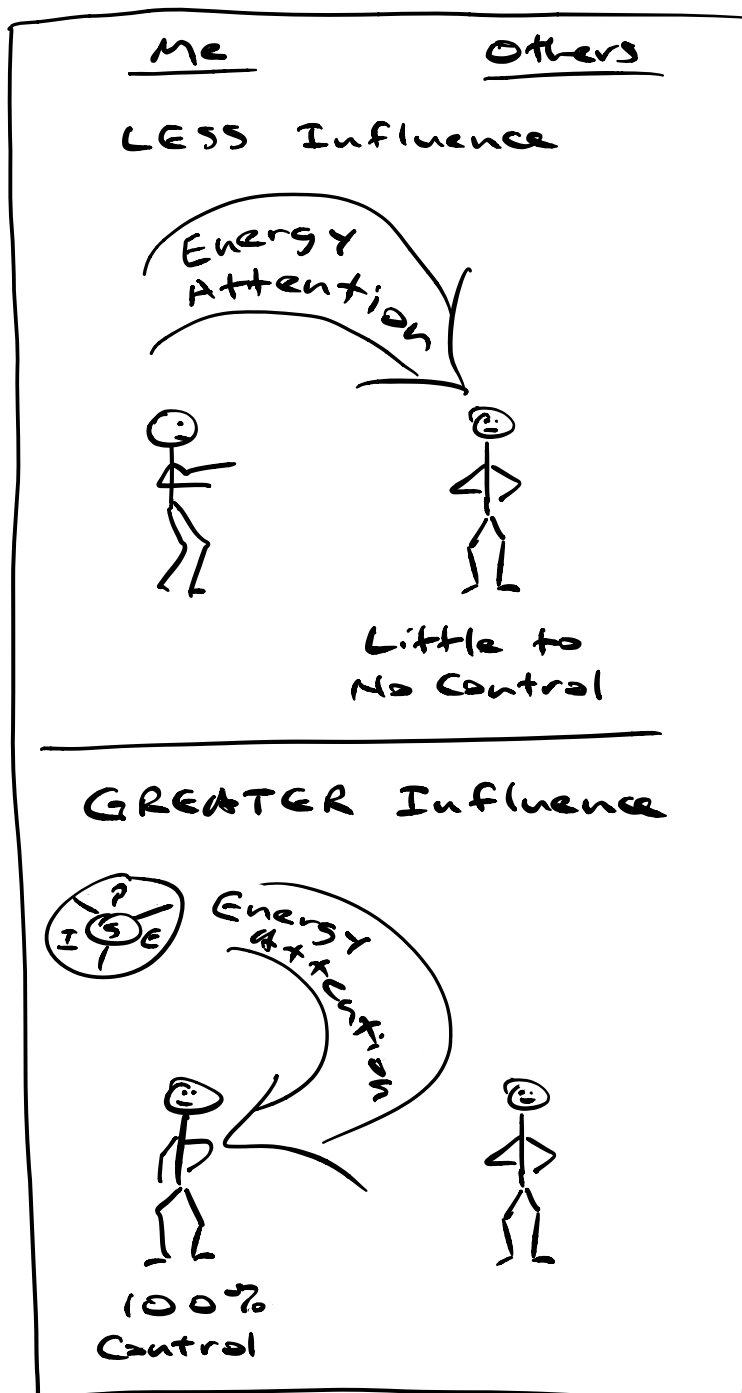


Figure 24. I will have greater influence by directing my attention to the person over whom I have 100 percent control.

CHAPTER 8 MY DEFAULT DIMENSION

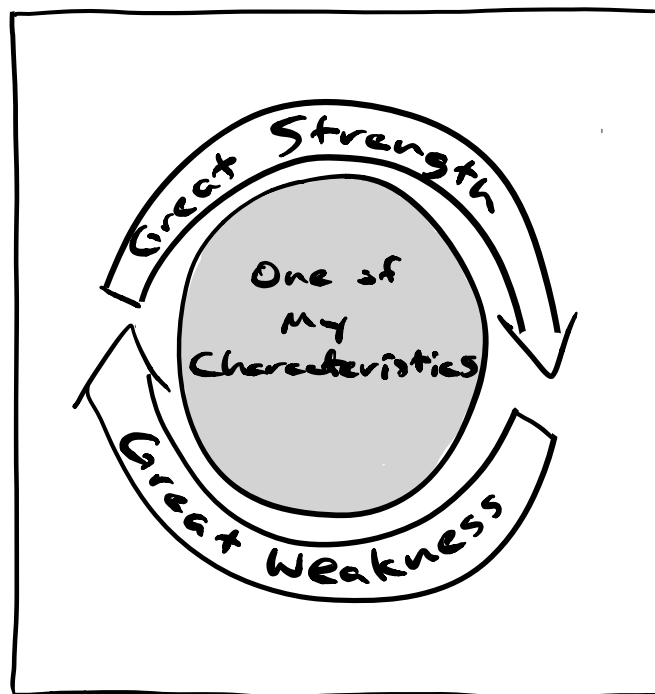


Figure 25. Your great strength and great weakness are related to a common characteristic.

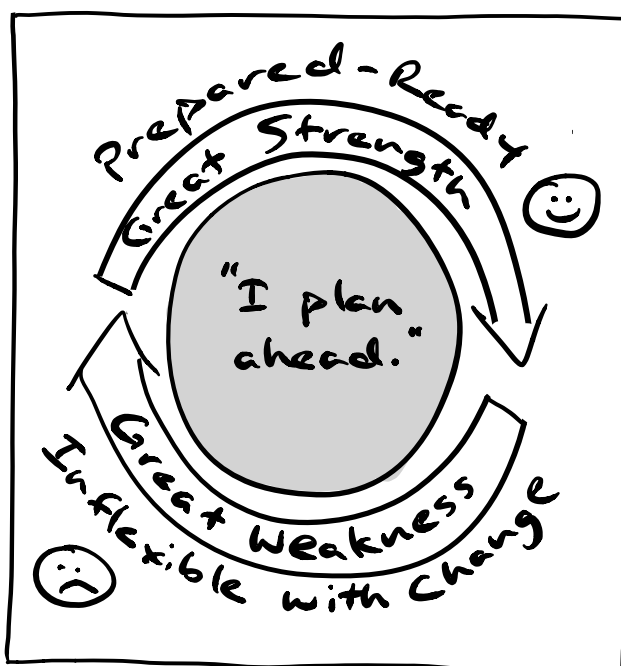


Figure 26. One example of great strength and great weakness related to a common characteristic.

CHAPTER 9

ASSESS

Dimension	Self-Awareness	Overall Assessment
Physical	Tired, weak posture, tense face, and moving at a fast pace	6
Intellectual	A thousand thoughts, staffing issues, positive thoughts in general, and proud of himself for finally letting an executive go	9–10
Emotional	Glad in general, although a little sad about comments someone made to him last week	6
Spiritual	Feeling very connected to his core identity and purpose and having a deeper sense that the future is bright	9

Table 5. Jim's self-awareness and assessment.

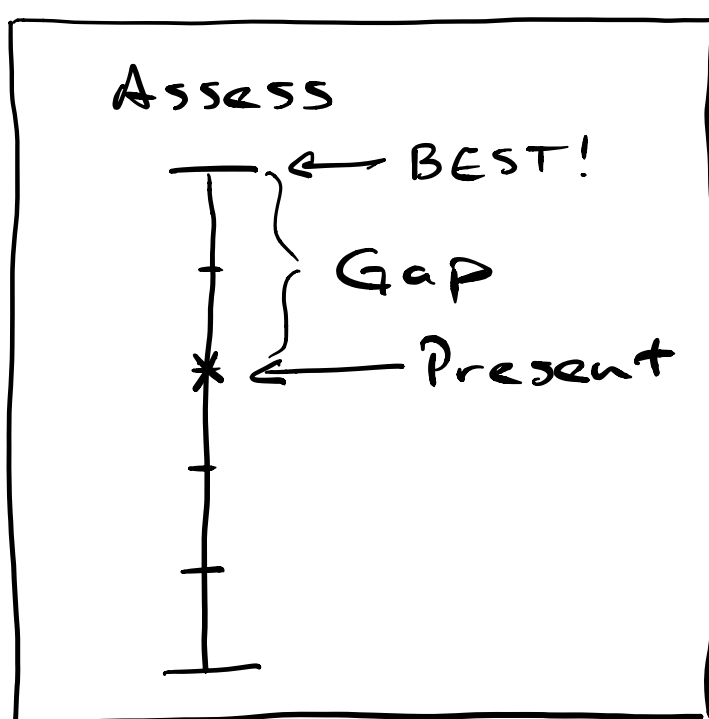


Figure 27. Assessment measures the gap between present state and optimal state.



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Table 6. Mark's self-assessment and readiness to lead.

CHAPTER 9 ASSESS

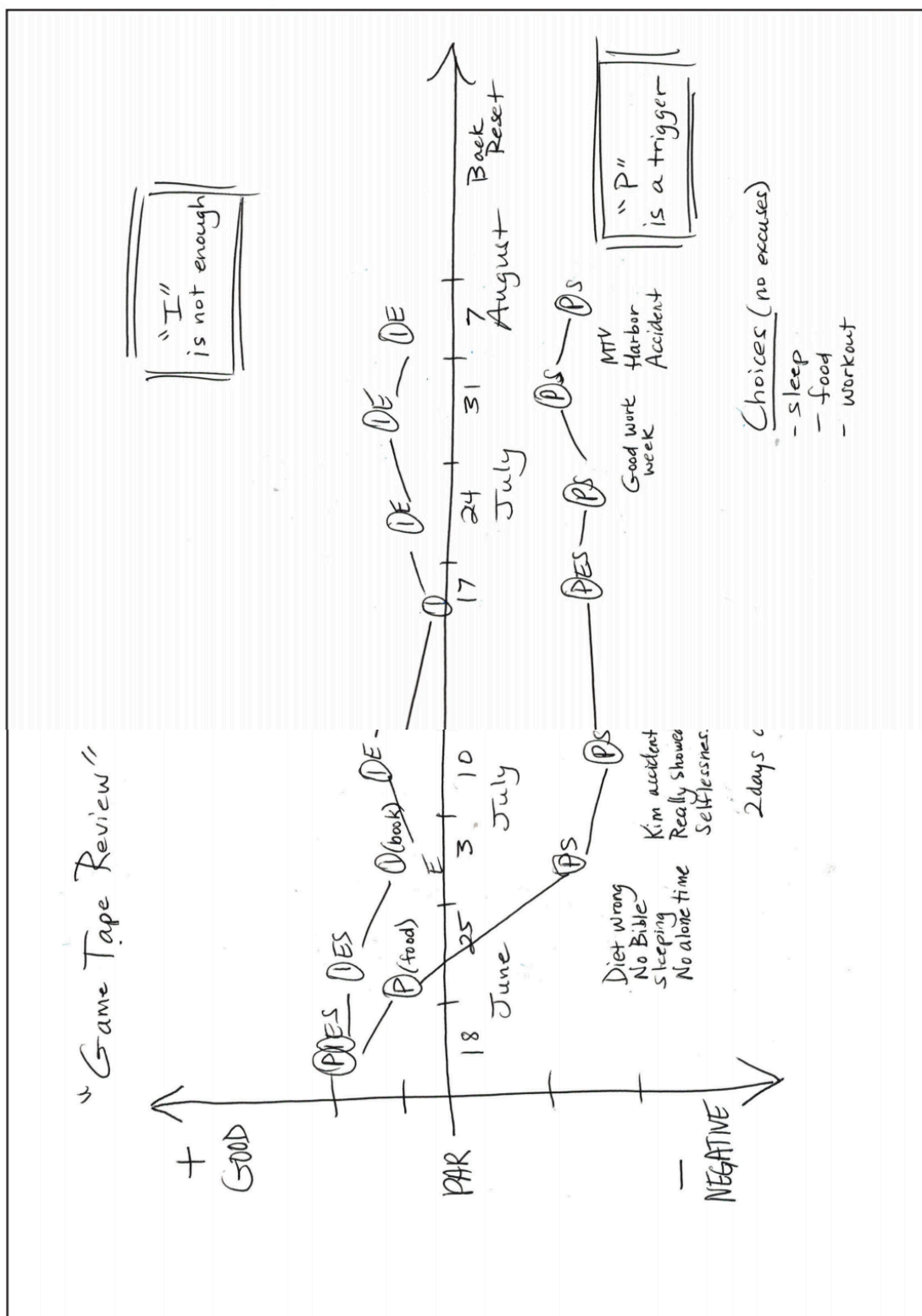


Figure 28. Ted's review and assessment of his previous seven weeks.

CHAPTER 10 ADJUST

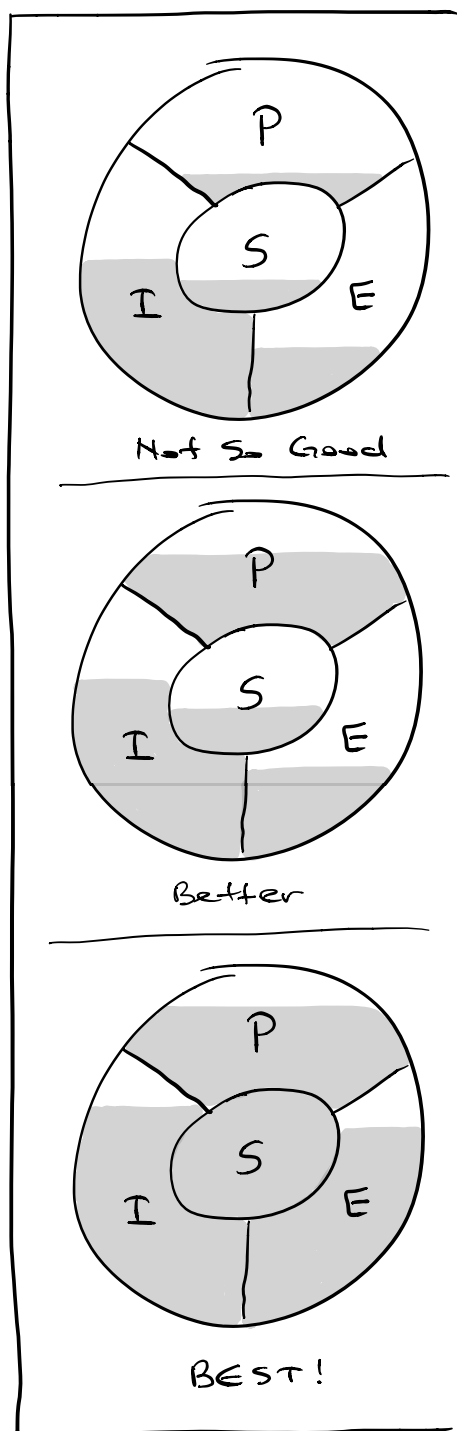


Figure 29. Adjust for strength and balance across all four dimensions.

CHAPTER 10

ADJUST

My Development Goal -- <i>How do I need to improve or change?</i>	
My Purpose -- <i>For the sake of "what" am I doing this? How will I and/or my organization benefit?</i>	
My Expected Outcomes -- <i>What are tangible ways I, and others, will know I have improved or changed?</i>	
My Trade-offs -- <i>What will I need to give up?</i>	
My Obstacles -- <i>What obstacles or difficulties may exist? How will I manage them?</i>	
Obstacle:	Response:
My Stakeholders -- <i>Who should know what I am doing, and can support me, as I pursue this goal?</i>	
Stakeholder(s):	Specific Request of stakeholder(s):
My Resources -- <i>What resources do I need? i.e. reading, training, exercises, etc.?</i>	

Figure 31. *My Personal Action Plan, a solid plan for long-term adjustments.*

CHAPTER 10 ADJUST

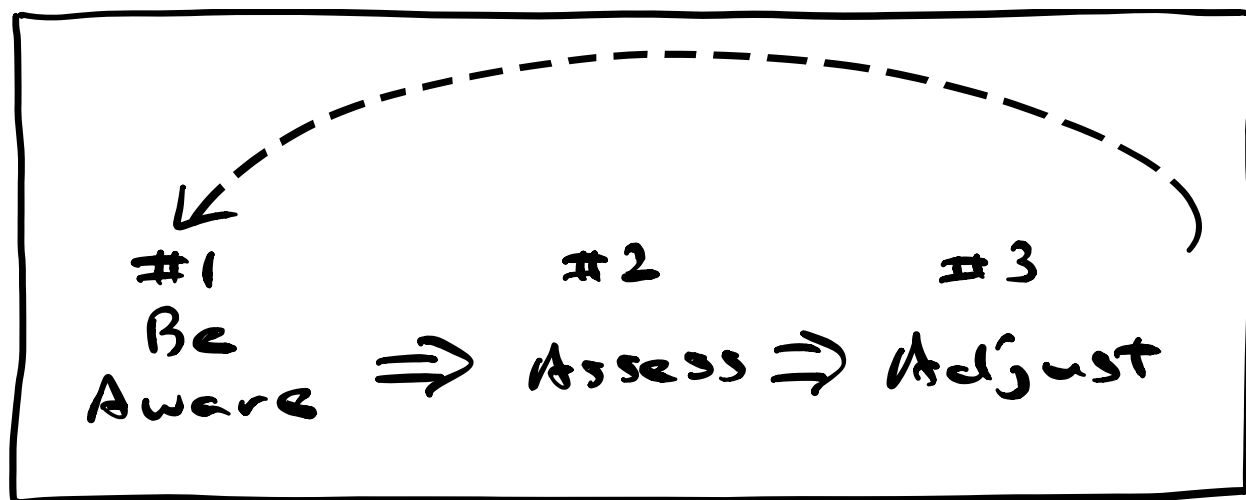


Figure 30. Be aware, assess, and adjust. Repeat.