

THE POWER OF CHOICE

Ready to ditch those limiting beliefs and step into a more powerful, centered, and connected way of living?



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LET'S START WITH WHERE YOU ARE

Let's begin with honesty. You might feel pressure to put on a brave face, and ignore your internal struggles, so you can support your team. Or maybe, you feel pressured to represent your team positively, so you are hesitant to acknowledge challenges in your team.

But by not acknowledging your and your team's struggles, they won't go away and they'll continue to drain you and your team.

Right now, where do you feel stuck as a leader?

Maybe it's:

- Battling the fear that's keeping you from saying what you want
- Feeling a sense of defensiveness when that peer asks you follow up questions
- Feeling a flash of resentment when your team looks to you for answers they should already know
- Absorbing everyone else's stress; your team's frustration, leadership's expectations, and realizing there's no obvious place where you get to put that weight down
- Second-guessing a decision you made weeks ago because the results aren't clear, and questioning whether others are losing confidence in you
- Dreading your 1:1s with a particular team member because you don't know how to address their performance without it turning awkward, emotional, or tense

Take a moment to reflect and ask yourself:

- What is this keeping me from?
- What do I see is the cost of this challenge?
- Where do I feel uncertain, frustrated, or overwhelmed?
- What part do my emotions, thoughts, and beliefs play in this challenge?

Write it down. This is where you begin to see opportunity for growth in areas where you have the power to choose how you want to be instead of staying stuck in unconscious patterns.

Read on to understand how you can specifically identify how you might be self sabotaging the life and leadership you really want.

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UNDERSTANDING YOUR LIMITED SELF

Our Limited Self shows up when we feel threatened, intimidated, fearful, angry, stressed, or resentful. We react in ways we learned as a child; attacking others, defending our opinions, or judging how others think, to make us right and them wrong. Our Limited Self is:

- A coping mechanism that helped us adapt to what was going on in our life as a child. It's where we go when we are afraid, feel threatened, or about to lose control.
- A set of habits developed largely before puberty and deepened through years of use.
- A “software program” that is hard-wired into our brain through a complex neurological matrix of thoughts, emotions, and behaviors that are very predictable.
- An unconscious automatic response to physical or emotional pain, or from the fear of physical or emotional pain.
- With us all the time; it doesn't go away. We cannot erase neural connections strengthened through years of use. We can, however, learn to notice when we are in our Limited Self. Awareness is key. *What we don't know about ourselves, runs us. If unnoticed, our old habits can create a future based in and on our past.*
- Not wrong or bad, but normal. We all have one. It's simply a child's way of coping with fear, trapped in an adult's mind and body.

Since the behaviors we used to adapt worked early in our life, we practiced these same behaviors over and over so eventually they became our unconscious habits as an adult. While those behaviors helped us survive as a child, they often no longer serve us well as adults. Because these habits and patterns are so automatic, *they can cause us to lose our personal connections by reacting rather than making a choice of how we want to respond. Without awareness, they unconsciously control us... still.*

Learning about your Limited Self will give you the awareness to shift to a different behavior, to give you a choice instead of one reaction. This is why we offer a coaching engagement where you can specifically identify the five parts of the Limited Self. *Personal mastery* is about building self-awareness into behavioral change. It is the ability to choose your behavior rather than go on autopilot or become a reactor, sometimes a nuclear reactor!

Knowing about your Limited Self doesn't mean you won't ever become angry or react poorly to challenging situations. Our brains are hard-wired to react in a certain way that is just us. What it does mean is that you can become aware, and in your awareness make better choices. It means you can learn new behavior. It means you can learn how to retain more of your personal power and recover from upsets more quickly. It means you can learn to shift in the moment of a difficult discussion to be able to alter the outcome in a more positive direction—a direction that you determine.

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UNDERSTANDING YOUR LIMITED SELF

THE COST

When we are in our Limited Self, it's not fully satisfying because our energy is off and our productivity often suffers. We're not connecting with people. Why? Our Limited Self is based in fear. We play small, focusing on self-protection and avoiding risks. This often prevents us from using all of our resources and creative abilities.

THE BENEFITS

Awareness allows us to be responsible for our Limited Self, which reduces the frequency of being run automatically by it. Over time our awareness increases our ability to shift to other ways of behaving, keeping us more connected with people. Awareness allows choice.

Building our awareness muscle takes time and discipline. However, the advantages of taking this on are many. You can:

1. Know if your emotional reactions are ruling your decisions and shift.
2. Better manage your negative self-talk.
3. Manage your emotions because you understand how to use your emotions as information.
4. Learn how vulnerability can lead to connection, trust, and intimacy.
5. Communicate more openly and tell people what's really going on with you.
6. Not take your mistakes and upsets so hard.
7. Listen more deeply and listen behind the words for feelings that aren't said.
8. Take more personal responsibility for your behavior and how you affect others instead of blaming them or becoming a victim.
9. Resolve conflict more quickly—in minutes or hours instead of days or weeks.
10. State your concerns and feelings without being angry or resigned.
11. Stand in the face of someone being upset and not take it personally.
12. Understand other's feelings or concerns and get curious about their perspective.

— Jan Smith, *Center for Authentic Leadership*, created the concept of the Limited Self. We have enhanced and edited our description of it based on our work with the Limited Self since 2002.

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HOW MIGHT YOUR LIMITED SELF BE GETTING IN YOUR WAY AS A LEADER?

Pause, reflect honestly, and consider:

- In challenging leadership moments, how do I usually respond?
- What patterns show up when I feel pressured?
- Where might I be unintentionally limiting my impact?

Now, reflect on the cost, and ask yourself:

- How does this affect my team's trust?
- How does it influence morale and engagement?
- How does it impact my credibility?
- How does it affect my own energy and well-being?

Strong leadership begins with self-awareness. Read on to learn about the Core— you at your best helping others be their best, so you can choose it rather than your Limited Self.

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UNDERSTANDING YOUR CORE

Our Core is our fundamental, unique connection to life that becomes our gift; the best version of ourselves helping others become the best versions of themselves. We and others expand when we contribute what we see from our Core and when we listen for and develop another's gift. When we are in our Core, we are linked to a higher purpose.

OUR CORE IS

- The best version of ourselves helping others become the best version of themselves
- Our natural way of being, but perhaps we've forgotten it or never thought about it
- A gift that each of us has
- A powerful, authentic way we lead and influence
- An internal light that others are attracted to and drawn to
- Usually easy to be in, taking little effort on our part
- Already part of us, living in us

Knowing your Core expands your self-awareness, enabling you to manage yourself in a powerfully new way, yet familiar at the same time. You will be able to show up as a centered, authentic leader instead of in a reactive, disconnected way. This is the second integral part of our work with you in the Limited Self and Core coaching engagement.

Knowing your Core doesn't mean you won't ever become angry or react poorly to challenging situations again. We are wired for our reactions and go into our Limited Self within a 1/4 second. With coaching and practice, we can develop new neural pathways—thanks to the plasticity of our brain; that balance our old hard wiring.

You'll find once you know about your Core, you can access this best version of yourself more readily. This enables you to retain your personal power and recover from upsets more quickly, more authentically. Knowing about your Core gives you a new connection into any situation as you shift into the best version of yourself, helping others become the best version of themselves.

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RECONNECTING WITH YOUR CORE

Read through the questions below. Choose **two** that resonate most with you right now. Spend time reflecting or journaling on them.

1. When do I feel most confident and effective as a leader?
2. What leadership situations bring out my best qualities?
3. How do my strengths positively impact my team?
4. When have I successfully navigated pressure in the past?
5. What leadership values guide my decisions?
6. How do I want my team to describe my leadership?
7. What does “leading with integrity” mean to me?
8. What would shift if I trusted myself more as a leader?

Write freely and honestly, this is about strengthening your leadership identity.

Identify two areas of your leadership where you can intentionally apply the aspects of your Core you just identified.

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THE VALUE OF OUR LIMITED SELF AND CORE COACHING ENGAGEMENT

What kind of difference would it make to YOU, your company, your team, or your family if you could:

1. Engage the mental clarity and concentrated energy that leadership demands?
2. Contribute to others in a way that inspires and motivates them?
3. Manage your emotional upsets and reactions instead of being controlled by them?
4. Assess, develop, and sustain your leadership competencies over time?
5. Leverage your leadership to move people in a direction that increases bottom-line performance?
6. Lead from a place of centered and connected influence?
7. Discover how to move from resentment and resignation into peace?

"After identifying my Limited Self, I changed. After discovering my Core Self, I transformed."

-Director at Capital One

Are you ready to take advantage of this support?

If any part of this resonated, let's talk. You don't need to have it all figured out, and you're not alone. This conversation is simply a chance to ask questions, reflect out loud, and see what support could look like for you.

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WHY OUR COACHING WORKS FOR LEADERS

We help leaders identify those places in their lives where they aren't getting the results they want, and instead create a breakthrough. It's life altering. High-level leaders are often isolated from honest, authentic feedback, making it difficult for them to learn and grow.

As a leader, you will achieve the following through our approach to coaching:

- Extraordinary distinctions and powerful leadership practices
- Greater effectiveness through self-knowledge – a new level of personal leadership mastery
- The ability to inspire and enable higher levels of performance and satisfaction
- A clear practice for continuous learning and development
- The ability to initiate and lead necessary change through the recognition of relationships and patterns in the organization
- The skill to notice your own leadership behaviors and make timely, adaptive shifts
- A higher level of openness, avoiding defensive behavior and creating powerful, effective relationships

The foundation of our coaching philosophy is the belief that within all of us lives the *Limited Self* and the *Core*. The *Limited Self* lives in our automatic reactions, where choices are not made; rather our behavior is merely a set of automatic responses. Another way of looking at our *Limited Self* is to think of it as software our brain automatically runs, oftentimes resulting in choices that are less powerful and usually based in fear, anger, or sadness. This often leads us to choices that are less than our best.

The *Core* is where our true power, confidence, competence and leadership reside. Our coaching is a combination of discovering both self-limiting behavior, why they show up and where they come from, and self-enhancing behaviors. We teach our clients coaching and development practices and tools to have power over both self-limiting and self-enhancing behaviors. In each coaching session we will look at:

- Business challenges you are currently having
- Relationship challenges you may be facing
- Personal leadership challenges that are not serving you

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LOGISTICS

This *Coaching Engagement* will focus on your professional and personal growth and development, giving you insights as well as the identification of the habits of your Limited Self™.

This set of “Habits that Hinder” shows up for leaders when they are under stress and pressure. To no surprise these habits are not the best version of who we are.

Your Coaching Engagement involves the two intensives, plus five months of coaching, detailed below:

- **Kick-Off Call:** Coach and client alignment call
- **360 Stakeholder Review Process:** Wayfinders Leadership conducts a 360 and puts together a 360 report to help in formulating the goal for the engagement (Optional)
- **Month 1:** 2-3 day Limited Self Coaching Intensive + ID Goal for the Engagement (preferably in person)
- **Months 1-4:** Coaching, 1-hour, twice a month
- **Month 4:** 1-2 day Core Coaching Intensive (preferably in person)
- **Months 5-6:** Coaching, 1-hour, twice a month
- **Beginning/Middle/End Points:** Stakeholder feedback on goal progression
- **End of Engagement Call:** wrapping up the engagement, final debriefing on goal progress, creating plans for continued growth

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A FEW OF THE COMPANIES WE ARE
PROUD TO CALL OUR CLIENTS

