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Context to the nugget

Stew speaks about the role of authenticity (being real by clarifying what is important), integrity (having a clear view of who you are as an entire person and being clear about roles towards and expectations from stakeholders) and creativity (being innovating in crafting experiments to deliver four way wins). He specifically speaks about how some stakeholders expect less and are willing to support more than you think.

Transcription

Deepak Jayaraman (DJ): I think one of the things that struck me when I read your book total leadership was you talk about three pretty meaty and heart heating words authenticity, integrity and creativity that people need to have as they go through this journey of bringing harmony across these four dimensions could you talk about what you mean by these words in the context of work life integration?

Stewart Friedman (SF): So the total leadership model it came to fruition when I was recruited by the CEO of the Ford Motor Company to be the global head of the leadership development firm that company and that was about 20 years ago and I spent few years there. I told him in the interview that I had for that job. I said Jack what I am going to do is Leadership Development from the point of the view of the whole person and he said great do it and that was my charge and so I took what we have been learning about work life integration with what I have been learning about leadership development which was my day job. I launched the leadership program at Wharton also in 1991. Developing the course work for MBA students and undergrads and I'm also doing this research on work life integration. And what I came to see that were really became super clear when we have the opportunity to some really innovator program at Ford was it's really the same puzzle. Growing as a leader including the harmony among the different parts if your lives are the same game. So hence that's total leadership the whole person. So authenticity, integrity and creativity are the is the short version of what we discovered is our research when we went into the field to find people who were good at this. Who excelled at leading the lives that they wanted to lead and were affected in that and what we found is that they did in common were this three qualities being real acting with authenticity by clarifying what matters most to you your values , your vision. To be whole... to act rather than integrity by respecting the whole person and here I use the term integrity. To describe, the Latin root of the integrity is one whole coherence. So how do the pieces fit together and that came to life in this program in what I was saying earlier bout the identification of who are the most important people in the different parts of their life why are they important how did they fit with your values and your vision and what do they expect from you what do they need from you may be for non and then talking with them to find out what they really think. Now what you think they think

about what's important and in those conversations, you discover that what they need from you is actually a little less than what you have thought and a little different than what you have thought.

DJ: I was actually quite surprised that they often expect less from then you think and willing to support you more than you think is quite interesting.

SF: Try that you will see if it doesn't happen in every case, certainly and I'm not making any guarantees about that but that's generally what happens and so authenticity, integrity and creativity the other thing that we saw in these exemplars is continual experimentation with how things get done there. Always looking for ways to question... and see new ways of doing things and to bring out this along with them focusing on results that matter with being really flexible that how they get done and encouraging other people... so that's what you mean by being innovative acting with creativity and continually experimenting on how things get done and that's what we have our students and program participants do.

Reflections from Deepak Jayaraman

DJ: The big takeaway for me here is that this 4 way harmonization cannot be done in a vacuum or by meditating in the mountains. It has to be solved in the realities of the life you lead. Stew talks about the notion of having stakeholder conversations with people that matter in terms of what they expect and to what extent they are willing to support. It is critical to get to the bottom of what they think versus your assumptions about what they think.

When I work with a leader who is at cross-roads trying to make sense of the various forks in the road, the first thing I do is an assessment. As part of that, I try and speak with various people that the person has worked closely with on the professional front but also try and speak to a couple of members on the family front (spouse, sibling, parent or child depending on life context). Apart from laying out expectations and support, they also often provide a certain perspective on the leader which drives sharper self-awareness. Organizational Psychologist, Tasha Eurich, uses the term "Outsight" when she talks about developing an outside in view of ourselves. That can often provide us an insight that can open up a new pocket of possibility.

But bringing it back to what Stew says, involving our stakeholders in our journey in terms of feedback, reflection and choices is a piece that I observe a lot of people don't pay adequate attention to.

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End of nugget transcription

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Stewart Friedman - Nuggets

- 40.00 Stewart Friedman - The Full Conversation
- 40.01 Stewart Friedman - 4 porous domains - Self, Work, Home and Community
- 40.02 Stewart Friedman - Positive spillovers across domains
- 40.03 Stewart Friedman - Role of Authenticity, Integrity and Creativity
- 40.04 Stewart Friedman - Tradeoffs by stage of life - Early career, Mid-life, End-career
- 40.05 Stewart Friedman - Technology and psychological interference
- 40.06 Stewart Friedman - Managing stakeholder expectations
- 40.07 Stewart Friedman - Role of a Coach in Work-life integration
- 40.08 Stewart Friedman - Flex the current context or reboot?

About Deepak Jayaraman

Deepak seeks to unlock human potential of senior executive’s / leadership teams by working with them as an Executive Coach / Sounding Board / Transition Advisor. You can know more about his work [here](#).

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