

RESONATE TO CO-CREATE



A TRANSFORMATIVE LEARNING
ADVENTURE INTO POSITIVE LEADERSHIP

Featuring the DREAM MK + Leadership System

Robin Levesque, MA, PMP

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Prominence Publishing

www.prominencepublishing.com

Ordering Information:

Available on Amazon and from the Author.

Quantity sales. Special discounts are available on quantity purchases by corporations, associations, and others.

Robin Levesque can be reached as follows:

www.robinlevesque.com

robin@robinlevesque.com

Phone: 1-403-458-6611



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PREFACE

Are you ready to begin your Positive Leadership journey? Yes, your very own learning adventure into Positive Leadership? Positive Leadership is a strengths-based learning system and toolkit that helps you design and live the life of your dreams. It helps you clarify 1) where you are at in your life today, 2) what you want your life to be six months, one year, five years from now and beyond, and 3) how to get from 1) to 2). Positive Leadership is a transformation into the very best *you* that you can be ... to make your dreams come true.

What's your vision? Are you ready to co-create the world you want to see? Is it time to let go of anything in your life that doesn't serve you and plant the seeds for the new by setting your goals for your life and the coming years? Is it also time to let go of your attachment to negativity and drama, and allow as much positivity and laughter into your life as you possibly can?

You have a beautiful song inside of you, so do whatever it takes to share it with the world. By focusing on a positive approach to leadership and personal mastery, you can expect new growth in a number of areas in your life: beliefs, values, thoughts, emotions, actions, behaviors, habits, relationships, and yes, success.

MY POSITIVE LEADERSHIP JOURNEY

I remember the exact moment when the lights came on for me! Some years ago, in the year 2000, I was sitting in the British Columbia Public Service's pilot to its new Leading the Way program for mid-managers in Kamloops, and there it was: a totally new paradigm that changed my life forever. It was my wakeup call. That weekend, I went home and wrote out my very first personal vision statement and a personal learning plan. For the first time in my life, I clarified my values and crystalized my future.

What happened over the next decade is what Adam Creek calls Gold Medal Moments. My career skyrocketed. At work, I became the second youngest individual to earn the title Regional Manager for the government department where I had only recently joined.

By applying the tools learned in the Leading the Way program, I quickly progressed through five more job titles and became an expert in the fields of real estate, negotiation, project management, and leadership. I started speaking at conferences and teaching project management to other government employees. I even started my own business to teach project management, negotiation and leadership to non-government organizations.



When I decided to leave government to focus on my own business, I got pulled back into the provincial government by a charismatic leader who was starting up a branch called the Project Management Centre of Excellence. For a year-and-a-half, I travelled all over British Columbia to teach Project Management to BC Public Servants and consult with other branches of government to resolve their project management challenges.

It was then that I got accepted in Royal Roads University's Master of Arts in Leadership, the very same program that was the primary source of knowledge, tools and techniques at the core of the Leading the Way program I had taken seven years earlier.

The program included two residencies at the beautiful Royal Roads University campus in Sooke where I met some wonderful cohorts and instructors. During the second residency, our workgroup had won the physical activity competition amongst our cohort. As a prize, we won a free lunch at the Delta Hotel on Victoria's Inner Harbour. As I sat in front of the huge windows admiring the beauty of the Inner Harbour, its marina, and the BC Legislature straight across the way, I made a wish. I hoped that someday, somehow, I would make it back to this beautiful location and that I could call it my home.

From there, I moved to a medium-sized city in Alberta, where I helped the municipal government's real estate development arm become a leader in sustainable development. I transformed this work environment into a living laboratory to test out the new knowledge, tools and techniques I was learning in my Masters Program.

I graduated from the Masters Program in the early part of 2011, and celebrated my accomplishment with a Mediterranean Cruise with stopovers in Barcelona, Tunisia, Sicily, Rome, Santa Margherita, and Monaco. It is in Barcelona where I fell in love with the architecture of Gaudi and his systems thinking approach. It was during this learning adventure that I realized my Positive Leadership journey was not coming to an end ... it was only beginning.

A couple of years later, something very exciting happened. Within the span of two weeks I had the honor of having two back-to-back speaking gigs: the first at EcoCities World Summit in Nantes France, and the second back to Victoria British Columbia for the very university I had graduated from a couple of years earlier. At the Victoria event, I got to meet one of my very favorite leadership authors in person, legendary Barry Posner himself.

As fantastic as that was, that wasn't the highlight of this event. What really got my interest going is what was starting to happen at the intersection of psychology, leadership and the mindfulness movement. For the first time, it seems, I felt that science was beginning to validate what many of us in the field of leadership knew in our heart of hearts all along.

In 2014, I attended a one-week workshop at the Cape Cod Institute with Richard Boyatzis, co-author of several best-selling books on resonant leadership and a leading expert on the psychology of effective leadership. There I wrote down a new personal vision.



Then, the unthinkable happened. After 20 years of dedicated public service, I was terminated without cause. It appears that I fell asleep at the wheel while the political mandate was quickly changing from sustainable development to financial return.

This was one of the most stressful events of my life. It was in my Mindfulness Based Stress Reduction program, which I had started a couple of weeks prior that I was able to understand what was happening to me intellectually and psychologically. One of the teach pieces used the acronym NUTS to describe acute stress:

- Newness of the event ... this is something I had never experienced in my life.
- Uncertainty of the outcome ... my then wife and I had built a quarter of a million dollar lifestyle that included two houses, three cars and extensive travel. How could we possibly afford that on a single income?
- Threat to ego ... Oh no this can't be happening to me!
- Sense of control, more specifically the lack of control over the outcome.

Once I got over this initial shock, I realized this was an opportunity of a lifetime to pursue what had become my true passion, helping organizations co-create Positive Leadership at every level. My workshops helped managers and their teams co-create healthy workplaces and a sustainable future. I also started coaching super high performers to help them through life transitions such as new career, business start-up and, of course, midlife.

I started re-building the business that I had started seven years earlier and went to work for the local community college. In addition to teaching the entire Certificate in Project Management Program, this is where I designed and delivered the Certificate in Positive Leadership.

This was a “tipping point” for me. When it came to leadership, I had learned from the very best. Still, I was struggling with what’s missing? A step-by-step system to get from where I am now at to where I want to be three months, six months, a year, five years and beyond.

There are so many books on leadership. My perspective is different because I live at the intersection of Leadership, Project Management, and Negotiation. In the book *Medici Effect*, author Frans Johanson states: “When you step into an intersection of fields, disciplines, or cultures, you can combine existing concepts into a large number of extraordinary new ideas.”



WHAT'S IN A NAME?

It's always a challenge for an author to choose a good name for a book. The leadership approach presented in this book falls in many possible categories. I could have called it resonant leadership, integrative leadership, conscientious leadership, etc. I chose Positive Leadership at its core because it lives at the intersection of Positive Leadership, appreciative inquiry and best practices in leadership.

Resonate refers to the psychology and neurology of *Positive Leadership*. In particular, how we show up as a leader has a profound effect on others ... especially the ones closest to us like our direct reports, teammates, and even our boss. Emotions are contagious, so happy boss, happy employees, happy clients. That's a winning formula. Negative emotions have a similar effect. Grumpy boss, grumpy employees, grumpy clients. Not so good.

Co-Create happens when you create something with others. When others invest their efforts in co-creating, you are building relationships and possibilities that will greatly enhance commitment to action. According to Bob Chartier, a former instructor of mine, possibilities without relationship lack commitment. Actions without possibilities lack imagination. When others help co-create, they take ownership. And with ownership, they commit to execution.

Transformational refers to our ability as human beings to change. We become what we focus on, in particular our beliefs and our values. Change your focus, change your life. This is the space where awareness and attention intersect with intention.

Learning Adventure has to do with our deep desire to learn and understanding that Positive Leadership and personal mastery is a journey, a continuous learning adventure that is never complete. It also refers to a tool I will be presenting later in the book on planning travel to leverage learning, giving and having fun.

Positive Leadership is where positive psychology and appreciative inquiry meet best practices in transformational leadership. As mentioned before, in the context of this book, Positive Leadership is a strengths-based learning system and toolkit that helps you design and live the life of your dreams.



MY POSITIVE LEADERSHIP PHILOSOPHY

Positive Leadership starts with ME. It has been said that there is no “I” in team. But, if you look hard enough, you will find a “me”. Positive Leadership starts with ME, because ME is the only person I can change. Positive Leadership is an inside-out job. Positive beliefs and values lead to positive thinking and emotions that create positive actions, behaviors and habits. Because emotions are contagious, this resonates with team members, who, in turn resonate with clients and customers. Happy boss, happy employee, happy client ... again, that’s a winning formula!

For those about to lead and make a positive difference in the world for themselves, their families, their teams, their organizations, communities, and industries, I salute you. Welcome to a transformational learning adventure into Positive Leadership.

I will be your tour guide on this learning adventure. I am a learner first, so I will be taking this journey with you. I want to make sure I don’t miss anything. This book will get you 80% there. Personal transformations are dependent of the depth of learning. If you are interested in a deeper level transformation experience, please check out the free resources at robinlevesque.com in addition to my live workshops, learning adventure retreats, online programs, and one-on-one life transition coaching services.



INTRODUCTION

M meet Robin Levesque 3.0 (that's ME 3.0). Today, I strive to be a better version of who I was yesterday: and I most certainly am a better version of who I was 18 years ago when I began this Positive Leadership journey.

It was a journey made up of several adventures and milestones, and I will share some of those adventures with you in this book. But one thing I have learned above all else throughout my 18-year journey is that Positive Leadership begins with ME, because ME is the only person I can change. It was very important to recognize my role as a leader and the impact it has on others, my teams and my organizations.

Starting with ME is primarily about personal mastery. We will explore how personal mastery intersects with learning teams and organizations at the end of the book. However, our focus will be primarily on ME because ME really is the only person I can change. And how ME shows up in families, teams and organizations has a profound impact on others. When wielding that kind of power, why not make it a profound positive impact. Are you ready to step up to the plate that is Positive Leadership?

WHAT IS POSITIVE LEADERSHIP?

Positive Leadership is where positive psychology and appreciative inquiry meet best practices in transformational leadership.

Positive psychology is a relatively new branch of psychology that focuses on making people happier by increasing positive emotions and decreasing negative emotions. Appreciative inquiry is a model that seeks to engage stakeholders in self-determined change. Best practices in transformational leadership include modeling the way, inspiring a shared vision, challenging the process, enabling others to act, and encouraging the heart.¹

These foundations have been integrated into the DREAM MK + Leadership and the ME.WE.US + Leadership Systems comprising the backbone of this book.

Benefits of Positive Leadership include less negativity and stress in the workplace, lower absenteeism and turnover, increased productivity and effectiveness, and happier employees and customers. Happy leader, happy employee, happy client ... it's a winning formula.

¹ Kouzes, James and Posner, Barry. *The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations*. Jossey-Bass, 2012.



Positive Leadership is a toolkit. If you don't use the tools, they won't work. If all you have is a hammer, every problem and opportunity looks like a nail.

Positive Leadership is also a transformation. You cannot change others without working on yourself first. Therefore, you must go through your own Positive Leadership Transformation before you can transform your team into a Positive Learning Team and your organization into a Positive Learning Organization.



I have tested every single tool in this book on myself, on my teams and in the field. Having said that, every individual, team and organization is different. We call this bio-individuality. What works for me may not work for you, given that we each have our own learning and planning preferences. Rest assured that you will have access to the tools and techniques for you and your team. It will be up to you to choose the right tools to design your own transformation based on what works for you. It's important that you experiment and discover what works for you.

Some of the outcomes you can expect from embarking on your own personal leadership learning adventure include:

- Discover your strengths
- Assess your positivity ratio
- Trace your leadership roots
- Develop a personal vision aligned with your personal values
- Learn about Mindfulness Based Stress Reduction (MBSR) in the workplace
- Develop a personal learning plan aligned with your personal vision including a resiliency plan.

GUIDING PRINCIPLES: WHAT THEY DON'T TEACH YOU AT MBA SCHOOL

There are five Guiding Principles that influence the philosophy of the Positive Leadership system presented in this book. I call them what they don't teach you at MBA School... especially not in the first year.

LEARNING

It's all about learning, which is a cornerstone of this system. It's about you on your learning adventure (you as in ME): learning for personal mastery and personal development, so you can design and live the life of your dreams. Learning is also a very important theme for Learning Teams and Learning Organizations.²

BUILDING ON STRENGTHS

It's way more efficient and effective to build on strengths than it is to try and fix weaknesses.³ So understanding your own strengths is one of the best gifts you can give yourself. Once you know what your strengths are, you can share them with your team. And you can find out what each team members' strengths are, so that you (as in WE) can trust each other and work better together by giving the team the best you have to give them. Together, you and your team can then produce exceptional results.

POSITIVITY

Positivity is a continuum: it is a life cycle that lives in every moment. Positivity connects positive beliefs and values with positive intentions, thinking and emotions that create positive actions, behaviors and habits. Add all these positive elements together, and you get positive results and outcomes.

Emotions are contagious, so whatever mood you decide to show up at work in the morning is going to rub off on the rest of your team.

BIO-INDIVIDUALITY

We are all wired differently. What works for me is not necessarily going to work for you. This book includes a rich toolkit. I've tried every tool in this toolkit personally and with my teams. I encourage you to try them all to see what works for you, and do more of what works for you.

² Senge, Peter M. *The Fifth Discipline: The Art & Practice of The Learning Organization*. Doubleday, 2006.

³ Buckingham, Marcus and Clifton, Donald O. *Now, Discover Your Strengths*. Gallup Press, 2001.



CO-CREATION

This is working with your team, your boss and others in the organization to co-create the results that you want. Based on your shared vision and shared values, you want to build something together. You want to share the power ... share the control for others to help you create the desired result. The reason this is really important is by having your team members involved in the co-creation, you are creating space for shared ownership, which leads to buy-in. And what inevitably follows buy-in is execution. What others own, they will deliver on; what others are told to do ... not so much.

WHO IS POSITIVE LEADERSHIP FOR?

Positive Leadership is for anyone interested in designing and living the life of their dreams. In the context of what I teach, it is part of a larger systems designed for managers, team leaders, supervisors, project managers, executives: people who do their best work with others, and through others, and who want to make the world a better place.

The larger system I am referring to is ME.WE.US + Leadership. Positive Leadership is an inside out approach. It starts with ME (at the individual level) or personal mastery because ME is the only person I can change. That is the focus of this book.

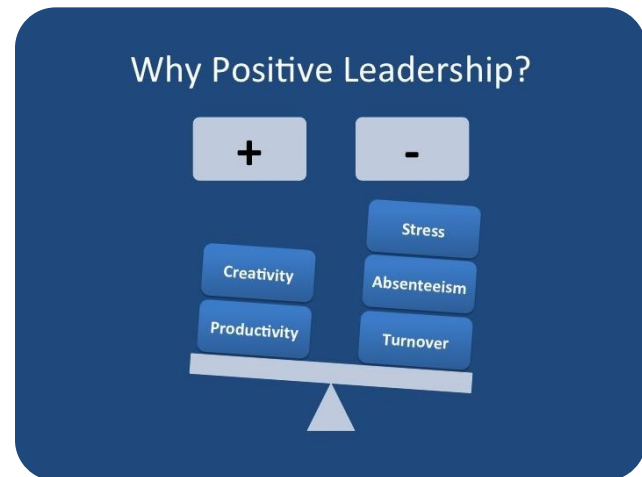
WE refers to those closest to us: our family and friends. In the context of the workplace, WE includes our team, our boss and our colleagues. US + refers to the learning organization, our communities, our industry and technology.



WHY POSITIVE LEADERSHIP?

The promise of Positive Leadership is to get more of what you want and less of what you don't want. In the workplace, we want to increase positivity to encourage employee engagement, creativity and innovation, and productivity. We want to reduce negativity and stress in order to lower absenteeism, turnover and cynicism.

I will cover some specific techniques later in this book, but for now, I would like you to think about the activities you do now to relieve stress in you life. Examples could include meditation, exercise, hanging out with family and friends, and spending time in nature. I will also cover the notion of synergistic satisfiers, which is combining activities you enjoy to gain even more benefits from those activities.



WHY NOW?

If you are reading this book, it's likely that you have just experienced a wake up call and are going through a major life transition. Maybe, you are a first-time manager or supervisor. Perhaps you are about to embark on your professional career. If you are like many of us living in their middle ages, you might be going through a "midlife transition" (a positive reframe for "midlife crisis"). Maybe, you are trying to figure out what's next in your life. What is your next level?

In this highly complex interdependent world, it's a very exciting time for leadership scholars and practitioners alike. Science, for example positive psychology, is beginning to validate what many of us believed for a long time: leadership and management is 75% soft skills and only 25% hard skills. And, that the soft stuff is the hard stuff.

BUSINESS CASE FOR POSITIVE LEADERSHIP

Stress and employee disengagement cost organizations and the economy a great deal. Stress is considered a modern plague responsible for 75% to 90% of all doctor's office visits. Occupational Safety and Health Administration has declared it a workplace hazard costing American business \$300 billion annually.



A new research study from Stanford University and the Harvard Business School has named workplace stress as a contributor to at least 120,000 deaths a year and up to \$190 billion in health care costs.

Actively disengaged employees cost the U.S. \$483 billion to \$605 billion each year in lost productivity.

Also, it's a well known saying that people leave their boss and not their organization. The cost of replacing a senior level employee can be equal to more than a year's wage in recruiting expenses and lost productivity alone.

According to Gallup, top quartile vs. bottom quartile of engagement in the workplace statistics are very telling of the benefits of employee engagement. In the report State of the American Workplace 2107, there is a marked difference between the top 25% engaged workplaces vs. the 25% least engaged workplaces. The top 25% engaged workplaces have: 41% lower absenteeism; 24% to 59% lower turnover; 28% less shrinkage; 70% fewer employee safety incidents; 40% fewer defects; 10% higher customer satisfaction; 17% higher productivity; 20% higher sales; and 21% higher profitability. Does employee engagement matter? Clearly, it does.

EXERCISE: GOOD BOSS BAD BOSS

Before we continue, I would like you to think about the very best boss or leader you have ever had. Please write down their name on a piece of paper or in your journal. What did he or she do to make you think and feel that he or she was the very best boss you ever had? Write that down. At the top of your notes, write down on a scale of 0 to 100 how you would rate your overall level of engagement, effectiveness and performance in that work environment.

Now think about the very worst boss or leader you have ever had. Go through the same exercise. Please write down their name and what he or she did to make you think and feel that he or she was the very worst boss or leader you ever had. At the top of your notes, write down on a scale of 0 to 100 how would you rate your overall level of engagement, effectiveness and performance in that work environment?

When I do the above exercise with participants in a Positive Leadership Workshop, I write down everyone's response on two flipcharts. The Good Boss flipchart usually captures responses like trust, clarity, listened, recognition, inspiration, competency, made time for me, and positive. Engagement scores usually rank 90 or higher.



When we capture the Bad Boss experience, nine times out of ten, everyone laughs and someone says “the opposite of the Good Boss”. When we dig a little deeper, we write words down like negative, accusations, bullying, unrealistic expectations, unpredictable, micro-manager, second guessing, did not add value, unrealistic deadlines, and so on. Engagement scores usually range between 20 and 30 out of 100. Even people who rate themselves as high performers rank their engagement, effectiveness and performance far lower working for a Bad Boss compared to a Good Boss.

At the conclusion of this exercise, I ask the workshop participants three questions. First, does leadership matter? Looking at the engagement scores, clearly the answer is yes.

Second, if most everyone knows what good leadership looks and feels like, why do we still have so many Bad Bosses in the workplace? We discuss potential causes such as: not necessarily promoting the right people into management and leadership; institutionalized mediocrity due to processes like performance management; and the search for efficiencies, short term results (especially financial returns) and fighting fires above all else at the cost of effectiveness, the long game, and strategic planning.

Third, which one of these bosses or leaders do you want to be? My life mission is to help you become more of the Good Boss and the positive leader you were meant to be. That is the higher purpose of this book.

So that’s a high level overview of what you can expect to learn from this book. What other lessons have I learned in those 18 years that I want to share with you in this book? Here are the ten keys that I will further dive into in the following chapters.

Discover yourself, your team, your organization, and your communities. Discovery is first and foremost about self-awareness. A Harvard study concluded that self-awareness was the greatest leadership challenge of the 21st Century.⁴

To be a positive leader, it is so important to know yourself, be kind to yourself, believe in yourself, and invest in yourself. This is the realm of being... and being is believing. Trust in yourself to make good decisions and do good for the world.

Who are you, and what do you want? Remember that what you pay attention to grows. You become what you think about the most, so cultivate your thoughts carefully.

Discovery is where your beliefs and values live deep inside of you. As mentioned above, this has a profound influence on your intentions, thoughts and emotions (your inner voice, invisible and unseen by others) that drive your actions, behaviors and habits (your outer voice that is visible and seen by others).

⁴ Personal communication with Barry Posner at the RRU SOL Conference 2013



Remember to discover your strengths and build on those strengths. This is far more efficient and effective than discovering your weaknesses (usually the hard way) and trying to fix your shortcomings. This was one of the most important lessons I learned in the early days of my personal Positive Leadership journey.

Discovery is where positive leaders model the way, the first of Kouzes and Posner's Five Practices of Effective Leaders. This is where honesty and integrity live, where positive leaders do what they say they will do.

Reach for the stars and, at the very least, you are bound to hit the moon. This is where vision and goals live. Your own personal vision sets the goal posts for the life you want to design and live. What is your life purpose? Set your intentions and unleash them into the universe.

This is the land of destination. How can you possibly get there if you don't know where there is? Reaching for the stars is where seeing is believing. A clear vision of the future is highly motivating and can help fuel your success.

Kouzes and Posner call this "inspire a shared vision" when it comes to building teams, organizations, communities and industries. Later, I will discuss shifting from personal mastery to learning teams and learning organizations by putting emphasis on *shared*.

Engage and elaborate is about how to eat an elephant one bite at a time. This is the important skillset of collaborating with others, planning, and progressive elaboration. It's important to know your preferred planning style and that of others ... especially your boss'. Conflicting preferred planning styles between employer and employee is a common source of conflict in today's workplace. You can borrow from your non-preferred styles for maximum efficiency and effectiveness.

I already mentioned the power of co-creating with others above because it shares the power of decision-making and control of outcomes to enable ownership and buy-in. Ownership and buy-in lead to execution. Allowing enough flexibility or change management in a plan is important because change does happen.

Remember that everything is created twice, once in our mind's imagination and once in the physical world. Those who don't put enough effort into proper planning sometimes have to create things more than twice because they have to fix mistakes and redo tasks.

Act is the home of "just do it" as Nike would say. It refers to the magic of execution. Without execution, even a well-laid plan is simply wishful thinking. This is the realm of doing. Without action, there is no outcome or result. This practice requires much discipline. Establishing solid routines and habits is very helpful.



Metrics and motivation: what gets measured gets done. When you were a child, how often did you ask your parents “are we there yet?” when traveling? Metrics constitute a great feedback loop into all the other practices above. Sometimes, we have to reevaluate our strengths, our vision and our plans. Metrics can help bring clarity to the first four points.

The importance of self-care for spiritual, mental and physical health: if you don’t take care of yourself, how can you possibly take care of others? Have you ever seen the video prior to a flight where the steward implores you to put your own oxygen mask on first before helping others with theirs in case of emergency? The message is clear. How can you help others if you don’t help yourself first?

Self-care applies to the spiritual, mental and physical dimensions our beings. I will go into a lot more detail later in the book. At this time, I have a list of 35 practices I do on a regular basis (some daily and others weekly, monthly or yearly) to take care of ME. Examples include meditation, positivity, movement, reading, journaling, nutrition, and getting a good night’s sleep. I didn’t start with 35 practices all at once. I built the toolkit up slowly one practice at a time. To this day, I still discover a new practice I like and add it to my repertoire.

Stress management and resiliency has become very important in the fast-paced and complex world that we live in. We need to understand stress and its origin and how it relates to the sympathetic and parasympathetic nervous system.

It’s important to discover our stress triggers and what types of stress leaders are subjected to ... even positive leaders. In this book, we will work on developing a Personal Resiliency Plan to deal more effectively with stress. In particular, I will share some key learnings from Mindfulness Stress Reduction (MBSR).

Teamwork: no one can do it alone. In the last chapter of the book, I will show you how to apply the first five practices to a team environment. As a positive leader, you likely have a team that you are working with. Or maybe you work with contractors or freelancers. In any case, you are surely doing some of your best work through others. Even as a solopreneur, I work with a team comprised of a health coach, web designer, graphic designer, and book coach, not to mention my naturopath, reflexologist, acupuncturist, massage therapist, physiotherapist, and chiropractor.

Relationships: we are social animals. The one thing that most experts agree drives our happiness as humans is the quality of our relationships, be it with our family, friends, co-workers, and clients. When adding more individuals to any given human contact, it’s important to remember that emotions are contagious.

In a workshop with Bob Chartier, I discovered the importance of relationship, possibilities, and action... in that specific order. Bob said that without relationship, possibilities have no buy-in; without possibilities, action lacks imagination.



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Write it down: what gets written down gets done (e.g., journal, work breakdown structure, DREAM Master Key one page plan, other plans like personal learning, project management, business, Gantt Chart, Process Map). We will cover all of these tools later in this book.

Brian Tracey says that writing something down increases the chances of that thing happening by 80%. And we are seven times more likely to remember something if we write it down.

Positive Leaders are readers and learners, and learners take good notes.

Leaders are readers.

Tips on reading:

- Use Kindle Highlights and Notes to transcribe what you read into “book summaries” in your favorite word processor software.
- Scan the book you are reading first.
- Internalize and reflect in your journal.

Tips on learning:

- Learning is experiential, so it should engage the mind, body and spirit.
- Unlearn to move forward.
- Slow down to master the feel of the fundamentals.
- Read across multiple disciplines (see Medicy Effect).
- Look for Principles and mental models (like the DREAM Master Key)
- Build learning communities

Tips on taking highly effective notes.

When attending a workshop or seminar:

- Learn it like you have to teach it.
- Date and time stamp throughout the session.
- Annotate when appropriate:
- “Quotes”



- Content
- [your own reflections]
- Link to ... other resources
- => actions
- Now teach it!

Some of the specific practices I will be covering in this book include: Morning Rituals, The Perfect Day, The 90 Day Year, Learning Adventures, Mini Retirements, and Experiments.

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I remember it like it was yesterday, that day some eight years ago when I was hanging out with my Master of Arts in Leadership Cohort at the Delta Hotel's Lure Restaurant. I was sitting opposite a huge window overlooking Victoria's Inner Harbor. The Province's Legislative Building lay just ahead on the other side of the harbor. At that moment, I made a wish and sent it out to the Universe. *"Someday, I have a dream of living here once again."*

Well guess what? I'm back! I feel so grateful that the Universe has conspired to bring me back to this place at this time to do my life's work. Positive beliefs and values nurture positive intentions, thoughts and emotions that create positive actions, behaviors and habits. Positive Leadership produces positive results. Dreams do come true... especially if you write them down!

Remember that the Universe has somehow conspired to bring me back to this place at this time with this knowledge and experience to develop and deliver my gift to the world.

When I graduated from the Master of Arts in Leadership Program, my then wife and I celebrated together with our very first adventure overseas. She graduated at the same time with a Diploma in Urban Land Economics from the University of British Columbia. It is during that learning adventure that I understood the number one lesson of Positive Leadership: it's not a destination, it's a journey. Why not make it a learning adventure?



THE DREAM MK+ LEADERSHIP SYSTEM

If you have read this far, thank you. These two chapters paint a compelling business case for the who, what, where, when and why of Positive Leadership.

The answer to the "how" lies in the DREAM Master Key ... more specifically, the DREAM MK + Leadership System.

To find out more, please visit me at robinlevesque.com for free video training on how to use the DREAM MK + Leadership System to develop your very own personal vision and personal learning plan.



END OF EXCERPT.

For a copy of the complete book, contact the author:

Robin Levesque

www.robinlevesque.com

Phone: 403-458-6611

Email: robin@robinlevesque.com

ABOUT THE AUTHOR

Robin Levesque helps organizations co-create positive leadership at every level. His workshops inspire managers and their teams to build healthy employee engagement in the workplace. He also coaches high performers to help them discover their strengths, clarify their personal vision, and develop effective personal learning and resiliency plans.

Results include a healthier workforce, increased productivity, higher employee engagement, better alignment of people and resources, progress on meaningful work, happier employees and customers, and less cynicism, absenteeism, and turnover.

Robin's credentials include 18 years as an industry leader in real estate development, 12 years as a workshop leader, a Master of Arts in Leadership and professional membership in the Project Management Institute, the Canadian Association of Professional Speakers, and the Real Estate Institute of Canada.

Robin is the right presenter for your next event if you want your people engaged and embracing the vision of positive leadership and co-creation including personal mastery, team building, and organizational development.

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Ph: 1-403-458-6611



“Robin Levesque has broken down positive leadership into a simple and effective system to design and live the life of your dreams. He has torn down the walls of complexity in plain language and laid out a blueprint for personal and professional success that anyone can follow. Read it and discover your own path to self-fulfillment.”

- **Mitra Mohamadzadeh, PhD Candidate**

Motivational Keynote Speaker, Certified Professional Career Coach

Unlock the power of Positive Leadership to drive your own performance, creativity and innovation in the workplace. Positive Leadership is where positive psychology and appreciative inquiry meet best practices in transformational leadership. Positive psychology is a relatively new branch of psychology that focuses on making people happier by increasing positive emotions and decreasing negative emotions. Appreciative inquiry is a model that seeks to engage stakeholders in self-determined change. Best practices in transformational leadership include discovering yourself, reaching for the stars, engaging others to progressively elaborate effective and efficient plans, acting and executing your plans, and measuring success with your very own key performance indicators.

Some of the outcomes you can expect from embarking on your own personal leadership learning adventure include:

- Discover your strengths
 - Assess your positivity ratio
 - Trace your leadership roots
 - Develop a personal vision aligned with your personal values
 - Learn about Mindfulness Based Stress Reduction (MBSR)
 - Develop a personal learning plan aligned with your personal vision including a resiliency plan.
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