

Cultivating Inner Work and Vulnerability to Get the WHOLE Team Up the Mountain

Impact Leadership Conference

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Humanistic Leadership LLC

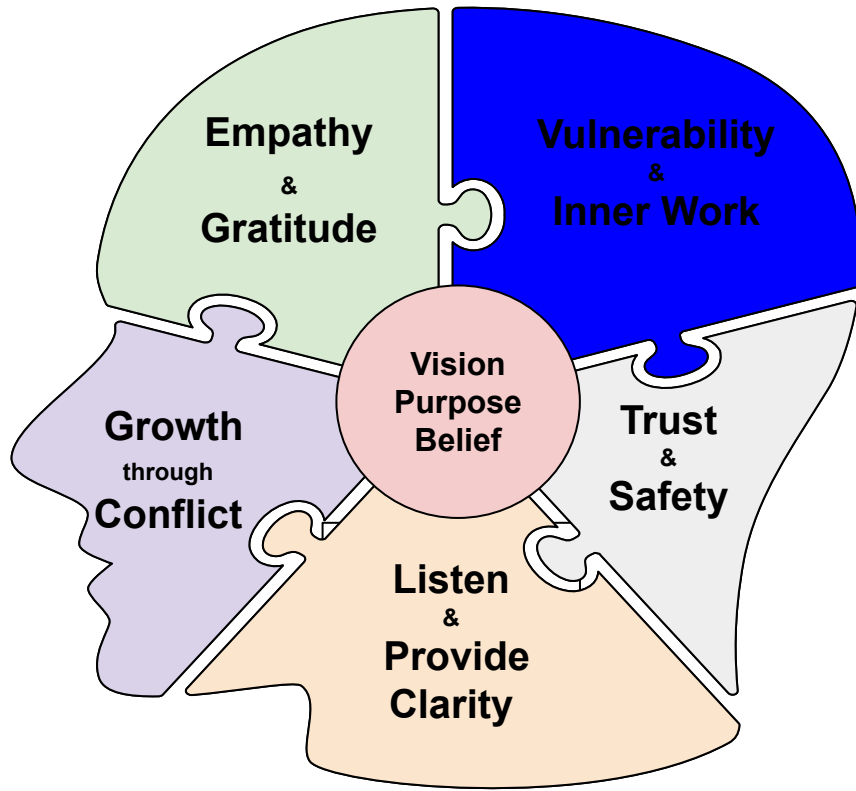
Listen. Learn. Lead.



Inner Work and Vulnerability



Listen Learn Lead



**Is your team better because you lead it?
How do you know?**

**What are you better at than anyone else
you know? How do you use this to lead?**

**Do you know where you struggle as a
leader? Does your team know?**

**Could you be the barrier to your team's
success? How do you know?**

Learning Outcomes

- Develop an appreciation for the importance of inner work and self-reflection in leadership.
- Discover actionable insights around the three essential elements that support every member of your team to do the impossible.
- Adopt specific leader behaviors and routines that foster the conditions for your team to maximize their potential.
- Challenge your mindset from outward blame to inward reflection.

**I want you to be thinking about a team
that you are a part of...that has not
been performing up to potential...**

A line of hikers is silhouetted against a bright, cloudy sky as they ascend a steep, rocky mountain slope. The hikers are spaced out along the ridge, each using trekking poles. In the background, a series of blue-toned mountain ranges recede into the distance, creating a sense of depth. The overall scene conveys a sense of challenge and achievement.

Bond - Mastery - Belief

Bond and Belonging



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Bond and Belonging

2025 Employee Engagement Study (Gallup)

1. Clarity of expectations
2. Feeling someone at work cares about them as a person
3. Someone encouraging their development

2023 Team Dynamics Study (Google)

The WHO on a team matters much less than the HOW a team interacts and views each other's contributions.

Trust



Authenticity

Belief that you are credible and genuine and have a high level of integrity. You are courageous and willing to be vulnerable.

Compassion

Belief that you care more about them as people first and performance second. You treat others the way they wish to be treated.

Competence

Belief that you have the vision, needed skills to do the work, and make the work clear and transparent.

Commitment

Unwavering conviction that the journey of building trust is not only worth it but possible when the team is intentional.

Can you do too much?

Competence

Leads to arrogance,
lack of transparency,
and an unwillingness
to learn

Authenticity

Losing your sense of
vision and lack of
confidence.
No sense of values

Committed

Aggressively pushes
forward without the
thought of the team

Compassion

Feeling sorry for
others and lowering
your expectations is
not honest, helpful,
or kind

Self Reflection

Listen. Learn. Lead.

Behaviors, Skills, and Routines that Foster

Bond, Mastery, and Belief

1. Check each behavior, human skill or routine that is an individual or team strength.
2. Leave blank or underline if this is an area where you or the team need to improve.

Bond

Behavior, Skill, and Routine

The team or individual shares a sense of mutual respect, trust, and understanding. They also possess a collective work ethic and a sense of collaborative excellence.

- ☐ Deeply listens to others' perspectives and collaborates to seek diverse viewpoints
- ☐ Respectfully speaks up with the team using truth and candor
- ☐ Owns the issue and behavior while giving credit to others when they deserve it
- ☐ Consistently follows through and gets the right work done
- ☐ Is willing to make mistakes, ask clarifying questions, and look for support from others
- ☐ Demonstrates compassion and support for others when conflict arises

Mastery

The team or individual understands the roles and responsibilities of the job. They consistently enhance the processes, actions, and behaviors to achieve defined success.

Behavior, Skill, and Routine

- ☐ Leverages feedback as an opportunity to coach, learn, and get better
- ☐ Models the same standards and commitments expected from others
- ☐ Defines and aligns success, critical tasks, professional skills, and essential behaviors of the job
- ☐ Ensures self and team are held accountable to learning new ways of doing things
- ☐ Fosters a sense of shared responsibility for both individual and team achievements
- ☐ Clearly communicates expectations to the team to ensure understanding

Belief

The team or individual feels valued and confident in their ability to do the work. They feel appreciated and know that support will lead to success even when challenges arise.

Behavior, Skill, and Routine

- ☐ Helps individuals on the team pursue career-development goals
- ☐ Provides recognition and appreciation for others aligned to purpose and success
- ☐ Acknowledges challenges and struggles while building a clear path forward



Back to Back

Fast Facts



Mastery

Roles and Responsibility Mapping

Measures of Success

- 100% of participants make through safely
- Participant satisfaction and perception
- Gear returns in good condition

Critical Tasks

- Teaching paddling skills
- Check that equipment is working properly
- Gear is loaded properly
- Communicate safety calls
- Navigate river

Professional Skills

- Understanding river dynamics
- Rescue techniques
- Medical training
- Problem Solving
- Leadership

Essential Behaviors

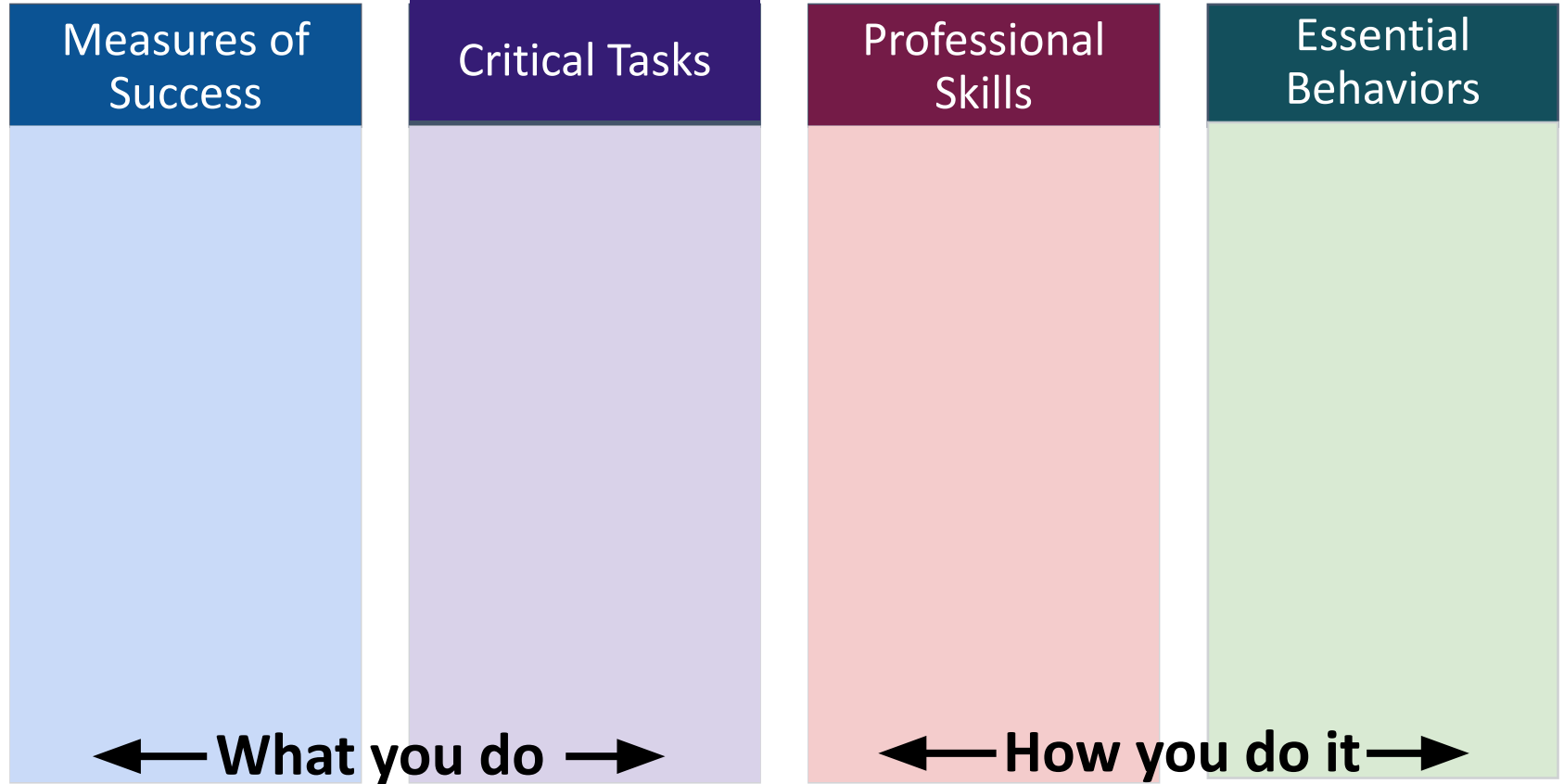
- Relationship building
- Professional
- Collaborative
- Personable
- Resourceful
- Inspirational
- Listener

← What you do →

← How you do it →

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Roles and Responsibility Mapping



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Do you believe in the human potential of your team?

Belief





Belief

Communication - *Your team listens to you*

Leaders highlight the challenges of the situation the team faces aligned with a clear path forward.

Modeling - *Your team observes you*

Leaders are role models for asking good questions, listening to others, and acknowledging that growth often happens through struggle.

Coaching - *Your team learns from you*

Leaders need to give future-focused feedback using past performance as an opportunity to support future behavior.

Gratitude - *Your team seeks recognition from you*

Leaders align appreciation with team purpose and success.

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What? So What? Now What?

- 1. What is a new nugget of learning?**
- 2. How does this learning challenge you now and in the future?**
- 3. What is an actionable insight or next step for you?**

A person is kayaking on a calm lake during sunset. The sun is low on the horizon, creating a strong silhouette of the kayaker and a bright reflection on the water. The kayaker is wearing a cap and using a double-bladed paddle. The background shows a line of trees and a rocky shore on the right.

Bond - Mastery - Belief

Thank you for showing up so others can succeed!

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