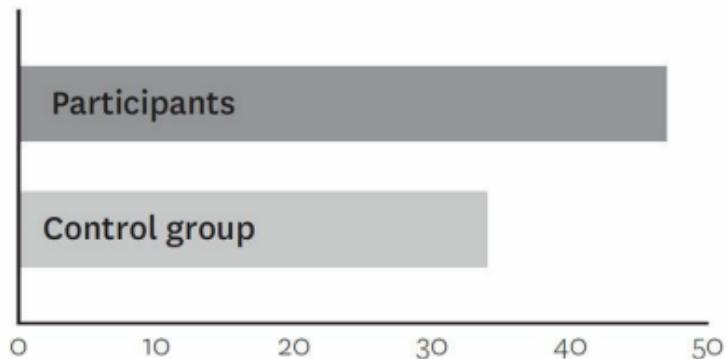
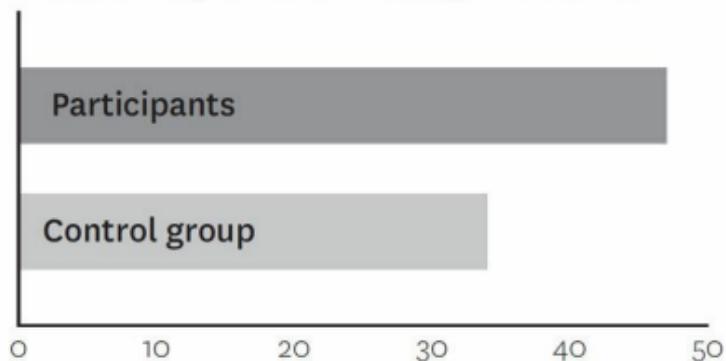


Percentage increase in loan revenues*



*From three critical kinds of loans

Percentage increase in deposit revenues



Body

- I don't regularly get at least seven to eight hours of sleep, and I often wake up feeling tired.
- I frequently skip breakfast, or I settle for something that isn't nutritious.
- I don't work out enough (meaning cardiovascular training at least three times a week and strength training at least once a week).
- I don't take regular breaks during the day to truly renew and recharge, or I often eat lunch at my desk, if I eat it at all.

Emotions

- I frequently find myself feeling irritable, impatient, or anxious at work, especially when work is demanding.
- I don't have enough time with my family and loved ones, and when I'm with them, I'm not always really with them.
- I have too little time for the activities that I most deeply enjoy.
- I don't stop frequently enough to express my appreciation to others or to savor my accomplishments and blessings.

Mind

- I have difficulty focusing on one thing at a time, and I am easily distracted during the day, especially by e-mail.
- I spend much of my day reacting to immediate crises and demands rather than focusing on activities with longer-term value and high leverage.
- I don't take enough time for reflection, strategizing, and creative thinking.
- I work in the evenings or on weekends, and I almost never take an e-mail-free vacation.

Spirit

- I don't spend enough time at work doing what I do best and enjoy most.
- There are significant gaps between what I say is most important to me in my life and how I actually allocate my time and energy.
- My decisions at work are more often influenced by external demands than by a strong, clear sense of my own purpose.
- I don't invest enough time and energy in making a positive difference to others or to the world.

How is your overall energy?

Total number of statements checked: —

Guide to scores

0–3: Excellent energy management skills

4–6: Reasonable energy management skills

7–10: Significant energy management deficits

11–16: A full-fledged energy management crisis

What do you need to work on?

Number of checks in each category:

Body ____

Mind ____

Emotions ____

Spirit ____

Guide to category scores

0: Excellent energy management skills

1: Strong energy management skills

2: Significant deficits

3: Poor energy management skills

4: A full-fledged energy crisis

Intermittent breaks for renewal, we have found, result in higher and more sustainable performance. The length of renewal is less important than the quality. It is possible to get a great deal of recovery in a short time—as little as several minutes—if it involves a ritual that allows you to disengage from work and truly change channels. That could range from getting up to talk to a colleague about something other than work, to listening to music on an iPod, to walking up and down stairs in an office building. While breaks are countercultural in most organizations and counterintuitive for many high achievers, their value is multifaceted.

Matthew Lang is a managing director for Sony in South Africa. He adopted some of the same rituals that Faro did, including a 20-minute walk in the afternoons. Lang's walk not

Experiment: Exercise three mornings a week with spouse.

Life dimension	Experiment's goals	How I will measure success	Implementation steps
Work	Improved alertness and productivity	No caffeine to get through the day; more productive sales calls	<ul style="list-style-type: none">• Get doctor's feedback on exercise plan.• Join gym.• Set alarm earlier on exercise days.• Tell coworkers, family, and friends about my plan, how I need their help, and how it will benefit them.
Home	Increased closeness with spouse	Fewer arguments with spouse	
Community	Greater strength to participate in athletic fundraising events with friends	Three 10K fundraising walks completed by end of year	
Self	Improved self-esteem	Greater confidence	

A Sample Scorecard

	EXPERIMENT'S GOALS	HOW I WILL MEASURE SUCCESS	IMPLEMENTATION STEPS
Work	<ul style="list-style-type: none">▶ To fulfill the expectation that executives will give back to the local community▶ To establish networks with other officers in my company and other professionals in the area▶ To learn leadership skills from other board members and from the organization I join	<ul style="list-style-type: none">▶ Collect business cards from everyone I meet on the board and during board meetings, and keep track of the number of professionals I meet▶ After each meeting, regularly record the leadership skills of those I would like to emulate	<ul style="list-style-type: none"><input type="checkbox"/> Meet with my manager, who has sat on many boards and can provide support and advice<input type="checkbox"/> Meet with the director of my company's foundation to determine my real interests and to help assess what relationship our firm has with various community organizations
Home	<ul style="list-style-type: none">▶ To join a board that can involve my fiancée, Celine▶ To have something to discuss with my sister (a special-education instructor)	<ul style="list-style-type: none">▶ See whether Celine gets involved in the board▶ Record the number of conversations my sister and I have about community service for the next three months and see whether they have brought us closer	<ul style="list-style-type: none"><input type="checkbox"/> Discuss my course of action with my fiancée and see whether joining a board interests her<input type="checkbox"/> Sign up to attend the December 15 overview session of the Business on Board program<input type="checkbox"/> Assess different opportunities within the community and then reach out to organizations I'm interested in
Community	<ul style="list-style-type: none">▶ To provide my leadership skills to a nonprofit organization▶ To get more involved in giving back to the community	<ul style="list-style-type: none">▶ Record what I learn about each nonprofit organization I research▶ Record the number of times I attend board meetings	<ul style="list-style-type: none"><input type="checkbox"/> Apply for membership to a community board
Self	<ul style="list-style-type: none">▶ To feel good about contributing to others' welfare▶ To see others grow as a result of my efforts▶ To become more compassionate	<ul style="list-style-type: none">▶ Assess how I feel about myself in a daily journal▶ Assess the effect I have on others in terms of potential number of people affected▶ Ask for feedback from others about whether I've become more compassionate	

Idea in Practice

To enter the fundamental state of leadership, apply these steps:

- 1. Recognize you've already been there.** You've faced great challenges before and, in surmounting them, you entered the fundamental state. By recalling these moments' lessons, you release positive emotions and see new possibilities for your current situation.
- 2. Analyze your current state.** Compare your normal performance with what you've done at your very best. You'll fuel a desire to elevate what you're doing now and instill confidence that you can reenter the fundamental state.
- 3. Ask the four questions shown in the following chart.**

BY ASKING . . .	YOU SHIFT FROM . . .	TO . . .
Am I results centered?	Remaining in your comfort zone and solving familiar problems	Moving toward possibilities that don't yet exist
Am I internally directed?	Complying with others' expectations and conforming to existing conditions	Clarifying your core values, acting with authenticity and confidence, and willingly initiating productive conflict
Am I other focused?	Allowing pursuit of your own self-interest to shape your relationships	Committing to the collective good in your organization—even at personal cost

In the normal state, I am . . .

COMFORT CENTERED

I stick with what I know.

EXTERNALLY DIRECTED

I comply with others' wishes in an effort to keep the peace.

SELF-FOCUSED

I place my interests above those of the group.

INTERNALLY CLOSED

I block out external stimuli in order to stay on task and avoid risk.

In the fundamental state, I am . . .

RESULTS CENTERED

I venture beyond familiar territory to pursue ambitious new outcomes.

INTERNALLY DIRECTED

I behave according to my values.

OTHER FOCUSED

I put the collective good first.

EXTERNALLY OPEN

I learn from my environment and recognize when there's a need for change.

	PARTICIPANT A	PARTICIPANT B
The pivotal crisis:	I was thrust into a job that was crucial to the organization but greatly exceeded my capabilities. I had to get people to do things they did not want to do.	I was driving myself hard at work, and things kept getting worse at home. Finally my wife told me she wanted a divorce.
How did you become more results centered?	I kept trying to escape doing what was required, but I could not stand the guilt. I finally decided I had to change. I envisioned what success might look like, and I committed to making whatever changes were necessary.	I felt I'd lost everything: family, wealth, and stature. I withdrew from relationships. I started drinking heavily. I finally sought professional help for my sorrow and, with guidance, clarified my values and made choices about my future.
How did you become more internally directed?	I stopped worrying so much about how other people would evaluate and judge me. I was starting to operate from my own values. I felt more self-empowered than ever and realized how fear driven I had been.	I engaged in a lot of self-reflection and journal writing. It became clear that I was not defined by marriage, wealth, or stature. I was more than that. I began to focus on how I could make a difference for other people. I got more involved in my community.
How did you become more focused on others?	I realized how much I needed people, and I became more concerned about them. I was better able to hear what they were saying. I talked not just from my head but also from my heart. My colleagues responded. Today, I am still close to those people.	As I started to grow and feel more self-confident, I became better at relating. At work, I now ask more of people than I ever did before, but I also give them far more support. I care about them, and they can tell.
How did you become more externally open?	I experimented with new approaches. They often did not work, but they kept the brainstorming in motion. I paid attention to every kind of feedback. I was hungry to get it right. There was a lot of discovery. Each step forward was exhilarating.	I began to feel stronger. I was less intimidated when people gave me negative feedback. I think it was because I was less afraid of changing and growing.

At my best
I was ...

Today
I am ...

RESULTS CENTERED

Knowing what result I'd like to create
Holding high standards
Initiating actions
Challenging people
Disrupting the status quo
Capturing people's attention
Feeling a sense of shared purpose
Engaging in urgent conversations

INTERNALLY DIRECTED

Operating from my core values
Finding motivation from within
Feeling self-empowered
Leading courageously
Bringing hidden conflicts to the surface
Expressing what I really believe
Feeling a sense of shared reality
Engaging in authentic conversations

OTHER FOCUSED

Sacrificing personal interests for the common good
Seeing the potential in everyone
Trusting others and fostering interdependence
Empathizing with people's needs
Expressing concern
Supporting people
Feeling a sense of shared identity
Engaging in participative conversations

EXTERNALLY OPEN

Moving forward into uncertainty
Inviting feedback
Paying deep attention to what's unfolding
Learning exponentially
Watching for new opportunities
Growing continually
Feeling a sense of shared contribution
Engaging in creative conversations

To address this leadership challenge . . .	Ask ...	Because ...
Vision and priorities	How often do I communicate a vision and key priorities to achieve that vision?	Employees want to know where the business is going and what they need to focus on in order to help drive the business. As the world changes, they want to know how the vision and priorities might change.
Managing time	Does the way I spend my time match my key priorities?	Tracking your use of time can reveal startling—even horrifying—disconnects between your top priorities and your actions. Such disconnects send confusing messages to employees about your true priorities.
Feedback	Do I give people timely and direct feedback they can act on?	Employees want truthful, direct, and timely feedback. Retention and productivity improve when employees trust you to raise issues promptly and honestly.

Succession planning	Have I identified potential successors?	It's important to nurture future leaders who can grow the business. If you haven't identified possible successors, you're probably not delegating as much as you should, and you may even be a decision-making bottleneck.
Evaluation and alignment	Am I attuned to business changes that may require shifts in how we run the company?	All businesses encounter challenges posed by changes; for example, in customers' needs or the business's stage of maturity. To determine how best to evolve your business, regularly scan for changes, seek fresh perspectives from talented subordinates, and envision new organizational designs.
Leading under pressure	How do I behave under pressure?	During crises, employees watch you with a microscope—and mimic your behavior. By identifying your unproductive behaviors under pressure (such as blaming others or losing your temper), you can better manage those behaviors and avoid sending unintended messages to employees about how <i>they</i> should behave.
Staying true to yourself	Does my leadership style reflect who I truly am?	A business career is a marathon, not a sprint. If you've adopted a leadership style that doesn't suit your skills, values, and personality, you'll wear down.