



# WORKBOOK THE HOLISTIC LEADER

Finding Purpose in your Leadership Role

Our [meetus@US](mailto:meetus@US) Holistic Leadership Concept is the virtual version of our proven leadership method we are teaching 20+ of global leadership development.

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# WELCOME

There exists in all of us a disconnect between the person we are and the person we say we want to be. There is incongruence in the way we go about our days, misaligned between our actions and our intentions, causing us to experience what's known as cognitive dissonance. Esteemed executive leadership coach Monique Menesi offers you here a workbook on how to close the gap between the leader you are and the leader you aspire to be. Within this workbook exercise, you'll be introduced to all of the tools you'll need to accurately assess yourself, and then initiate change to start becoming the person you desire to be. Alignment in your organization starts with personal alignment.

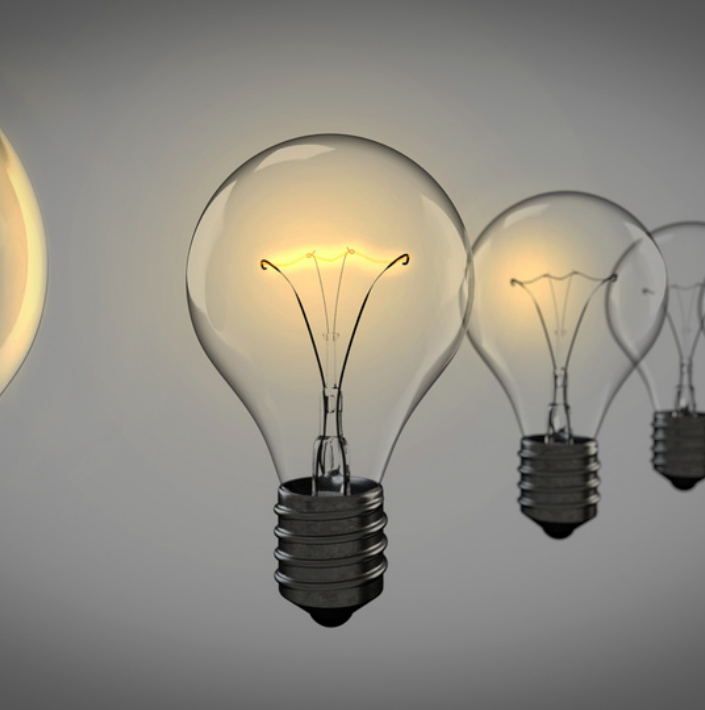


## Monique Menesi

SERIAL ENTREPRENEUR LEADERSHIP COACH PSYCHOTHERAPIST YOGA TEACHER



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# purpose & leadership

**A good strategy does not execute itself; it needs effective leaders. It requires that those leaders are clear, aligned, and performing at their best, which does not just happen naturally. Much like elite athletes and performers, high performance requires disciplined focus and mastery. We have found that the most effective leaders and teams get coached. And they get coached by elite coaches..**

**”Anyone who stops learning is old, whether at 20 or 80. Anyone who keeps learning stays young.” – Henry Ford.**

**I have a unique coaching methodology that combines insights from systemic Leadership, neuroscience, psychology, and ancient philosophies as yoga and buddhism. I am a trained systemic coach and psychotherapist, experienced executive, and entrepreneur. I understand how human beings behave, how human systems work, and how businesses operate. This combination of unique methodology and my 20+ years experience of global leadership coaching produces transformational results – leaders and teams that make vastly better decisions, faster.**



# PURPOSE & LEADERSHIP





# LESSON 1 THE LEADER

## ***THE LEADER & THE BUSINESS***

There are two varieties of leaders. The first seeks to impose her will onto her direct reports and muscle her way forward. The second leads by working in harmony and alignment with others while cultivating mutual trust, ease, and communication.

Both types of leaders can be successful. However, the one who imposes her will is more likely to hit a ceiling, since this requires force and a lot of energy. This will only take you so far before you burn yourself and others out while triggering friction and resistance along the way. Leaders who rely on force will eventually be overpowered by their organization.

However, when working in harmony and alignment with your team, force is no longer necessary. Others will be naturally inclined and motivated to follow you, and you will gain power by inspiring others. Force breeds friction and resistance while power generates energy.

**Do you feel that you or leaders in your organization lead with force or with power?**

Leading with power stems from leading with authentic alignment. The first step in leading with authentic alignment is finding personal alignment.

**How do you think this harms or benefits your organization?**



As a business coach, one of the first questions I ask my clients is, "What do you want to achieve?"

Here are a few examples of what I have heard:

- "I want to build a software platform that will transform how people work."
- "I want my team to work more collaboratively across silos."
- "I want our decisions to be driven by data."
- "I want all employees to embrace safety as a priority."

”

**ALIGNMENT - the connection of who you are, what you feel, and what you love on a deep and fundamental level with what you do, what you say, what you envision, and where you are going**

It's wonderful if you are blessed with great ideas and vision. However, even the best ideas are worthless if you can't get any traction behind them. In business, you have to get work done through others, and it can be quite a challenge. To do it well, you need to get your team members on the same page so they can deliver on goals when you aren't around. If you don't do this effectively, they will either flounder or feel micromanaged.

# THE LEADERSHIP PRINCIPLES



**The Three  
Levers of  
Organizational  
Alignment**

## The Three Levers of Organizational Alignment

1. Set direction—agree on the mission, vision, values, strategy, and goals of the organization or team
2. Create the clock—agree on systems, processes, and the cadence for individuals and groups to coordinate their work
3. Empower people—agree on roles and responsibilities and how to create a workplace culture where everyone can thrive



# WORKSHEET 1

	Yes	No
Does your current role fully match who you are?	<input type="checkbox"/>	<input type="checkbox"/>
Do you keep facing the same situations while falling back on the same undesired behaviors?	<input type="checkbox"/>	<input type="checkbox"/>
When you face important decisions, do you feel doubt or confusion instead of clarity?	<input type="checkbox"/>	<input type="checkbox"/>
Do you feel you should be improving but are not sure how to get there?	<input type="checkbox"/>	<input type="checkbox"/>
Do you feel that what was working for you in the past is no longer working?	<input type="checkbox"/>	<input type="checkbox"/>
Do you have a sense of discontent, frustration, or a lack of energy that you just can't shake?	<input type="checkbox"/>	<input type="checkbox"/>
Do you feel like you have a short fuse, are often anxious, or unexplained chronic pain?	<input type="checkbox"/>	<input type="checkbox"/>
Do you often feel that life drains you of energy?	<input type="checkbox"/>	<input type="checkbox"/>
Do you often wake up in a bad mood?	<input type="checkbox"/>	<input type="checkbox"/>

The more boxes checked yes, the less aligned you likely are. When you're aligned with your authentic self, decisions become a lot easier because the perspective you've gained allows you to see better. You're able to do more while spending less energy. You feel a sense of peace even in tough situations, knowing that you're on the right path and feeling confident in your ability to handle everything coming your way. You have become the finely tuned Ferrari working on all cylinders, moving into top gear.

# LESSON 2 SELF- REFLECTION

## WHO ARE YOU AS A LEADER?

There are limitations to how much of ourselves we can see without help. We are often blind to many of our behaviors, short-comings, limitations, and to the impact we have on others around us. Just as a mirror is used to examine your physical appearance, a coach can illuminate parts of yourself that you can't see to offer perspective and awareness, all while helping you reach beyond what you think you can do.

***Coping with difficult people is always a problem, especially if the difficult person happens to be you.***

Outside of sports, the value of a coaching is often underappreciated. Research from the Institute for the Psychology of Elite Performance at Bangor University in the UK suggests that one of the key differences between a gold medalist, known as a super-elite athlete, and a lower ranked athlete is their relationship with their coach. Beyond providing technical and tactical support, these super-elite coaches develop tight bonds with their athletes. This allows the coach to encourage, motivate and provide emotional support in order to push the athlete to be their best. Every athlete knows that regardless of how successful they are, they can always keep improving. They know that their sport is both a technical game and an inner game, each requiring not only practice and determination but continued coaching. The coach is their second pair of eyes and ears, providing them with a more accurate picture of their reality.



# WORKSHEET 2

Critical feedback is a rare opportunity to become even better at what you do and is something to be embraced rather than shunned. Each of us has blindspots and self-limitations that hold us back. Once you get clarity on who you are and tackle those blindspots, then you can unlock your true potential.

How do you think your team would describe you?

How would those close to you describe you?

What are the key differences between these descriptions?

How do you present yourself in meetings?

How do you come across in pressure situations?

How do people know when you are uncomfortable – what do they see?



# LESSON 3 YOUR WHY

## DO YOU KNOW YOUR WHY?

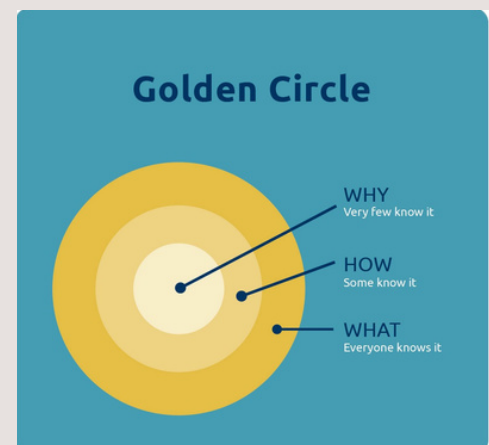
In order to become aligned, you must connect with your deepest “why.” Without a clear “why” to guide your choices, it’s easy to get lost. We all get led astray by our environment, the people around us, and society’s image of success. Think of your “why” as a compass that helps you stay true to yourself.

Leaders who properly connect with the meaning and purpose behind their actions find it far easier to stay the course when the going gets tough. The best leaders inspire others to act and follow in their wake by clearly identifying a “why” that everyone can get on board with.

**“People don't buy what you do; they buy why you do it. And what you do simply proves what you believe”**

*Simon Sinek*

The “golden circle” (shown below) has three levels: what, how, and why. Most people and organizations can clearly describe what they do and how they do it, but the problem is that the “what” and the “how” aren’t very inspiring. That’s where the “why” comes into play. This is the bigger purpose and reason why you and others care. If you’re able to identify this wider vision and connect it with the “how” and the “what,” you’ll be more likely to inspire others to follow you while motivating and guiding yourself in the process. This is because the “why” appeals to the non-verbal part of our brain that involves our feelings, memories, and motivations.



# THE LEADERSHIP PRINCIPLES



**The WHY of your  
Leadership Role**

**WHAT** - Every leader can articulate what they, and their company, do. Since it's so straightforward, that is where they usually start.

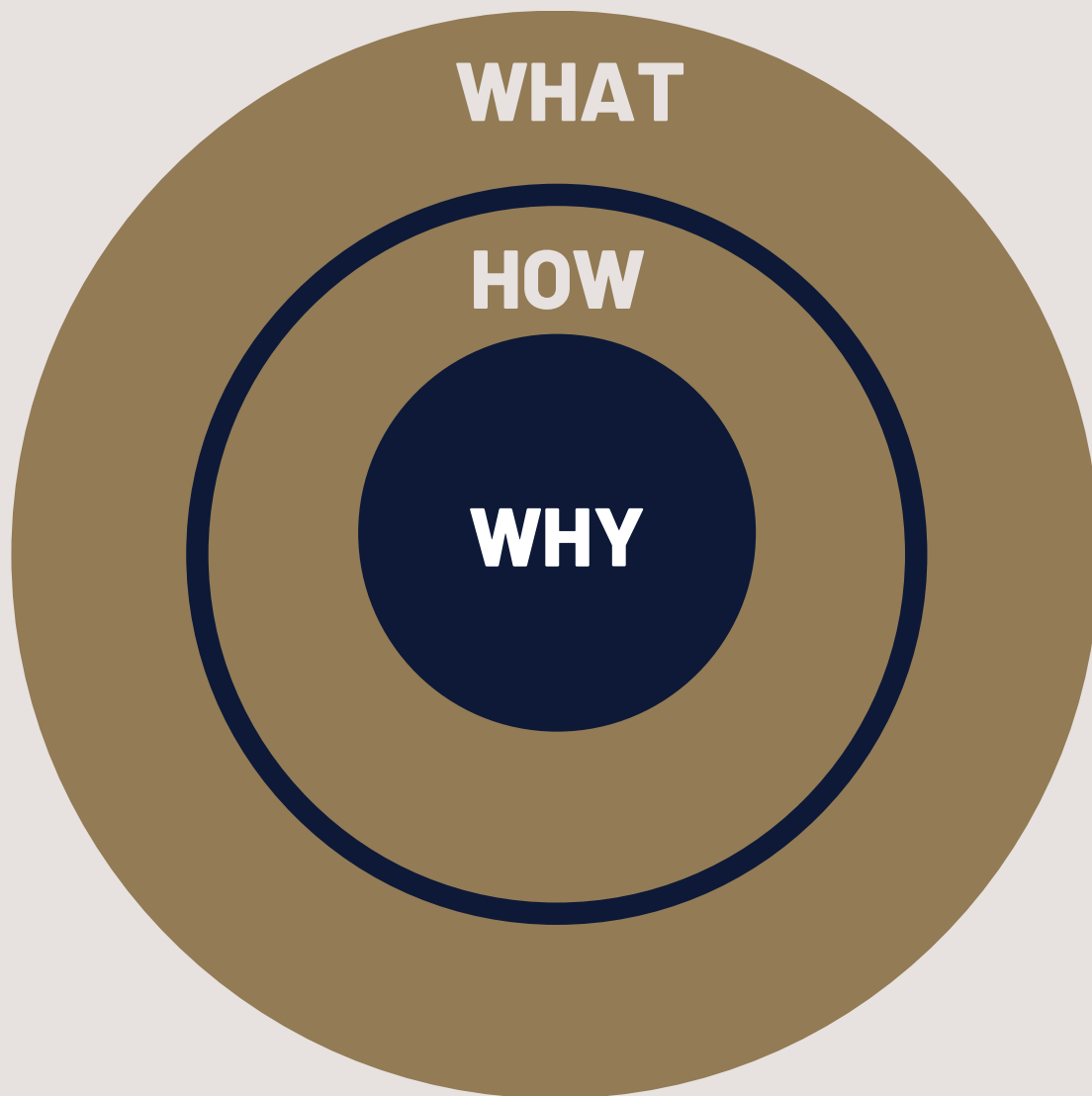
**HOW** - Most leaders also explain how they do what they do. Their unique value proposition, differentiators, and values.

**WHY** - Few leaders make an effort to communicate why they do what they do: What's their purpose? Why does the organization exist? And why should anyone care?

# WORKSHEET 3

## START WITH WHY

1. The “golden circle” model can be applied to your organization, job, professional or personal aspirations, and other areas. Complete the golden circle model for your organization by filling in its primary “what,” “how,” and “why.”





# WORKSHEET 3

## START WITH WHY

2. What do you think about your organization's "why"? Is it consistent with the "what" and "how"? Does it connect to a more universal purpose that others can share? Could it be improved? If so, how? Write down your thoughts below.

When you align your personal "why" with your organization's purpose, it will unleash extraordinary performance. If you're not clear on what your own "why" is, you won't be able to tell if it aligns with what you do or what your organization does. Plus, you won't be able to communicate effectively or convince others to follow you. Nobody wants to follow someone who isn't certain of where they're going. In other words, knowing your "why" is essential for direction in your own life as well as for leading others.

3. Do you have a clear grasp on your personal "why," i.e. your purpose or driver in life?

4. If you answered yes, great! Write down your why(s) in the space below and use it as a compass to guide your actions.

If you are not perfectly clear on your "why," that's perfectly normal. There are many ways you can gain clarity on your innermost purpose.

As we grow, we become more rational and better at self-control while losing spontaneity and developing inhibitions. We become more "reasonable" and our dreams shrink. In some cases, our dreams disappear entirely. Yet, they often still carry the seed of our original "why."

# WORKSHEET 3

## START WITH WHY

5. Ask yourself , “What was my childhood dream?” “What did I want to be when I grew up?” If your childhood dreams have long been forgotten, or nothing in them still speaks to you, look for a more recent dream. Ask yourself, “If I could do anything, what would I do and why?” Write your answer in the space below.

6. Step back from the specifics of your answers above and really try to understand your reasons, your “whys,” behind these answers. Write down what inspired you to write these answers.

7. Now, write down how you can make these “whys” a part of your current life. Be specific as possible. The trick here is to find ways to adapt and integrate the positive energy that is generated by your dreams into what you are currently doing or what you will do next.

# WORKSHEET 3

## START WITH WHY

It is okay to pivot your “why” and your life’s direction. What might have felt right for you at one stage in your life may no longer feel right. We change and evolve, as do our circumstances and the world around us. Through our life experiences, we learn more about who we are and refine our path accordingly. For some of us, our “why” might remain broadly the same, but its manifestation may evolve.

If the things you’re doing professionally aren’t congruent with what you care deeply about, this doesn’t mean you should suddenly quit your job or move to a different country. Firstly, start by incorporating things you are passionate about into your current position. Another option is to find a way to fulfill your “why” outside of work, perhaps by taking up a hobby or joining a local organization.

8. In the space below, write down several ways you can fulfill your why, both inside and outside of work. Don’t be afraid to get creative with your answers.

9. If your “why” is still not clear yet, that’s okay. Stay with it and mull it over. If you haven’t thought about it in a while, or ever, it may take some time to find clarity.



# LESSON 4 WHAT LEADER DO YOU ASPIRE TO BE

## *THE SOUL OF LEADERSHIP*

The best qualities you can have when starting your career are passion, core values, and dedication to a purpose. These are the elements from which a vision is forged. When you talk to the most inspiring leaders, the kind I call successful visionaries, it turns out that they all began with passion and a view of the big picture. They brought dedication to a deeply felt purpose. They held core values that they were not willing to surrender. In order to find greatness in yourself, these elements should be your primary focus

**“A bird doesn’t sing because it has an answer, it sings because it has a song.” MAYA ANGELOU**



The truth is that we all need to learn to lead ourselves and answer the call to be authentic. The essence of authenticity is being yourself fully. It requires courage. Being an authentic leader is not just about making the right ethical decision when the heat is on. It is primarily about doing the work every day to bring your best self forward into the world so that you are in shape when the heat is on and the pressure is high. Being authentic is just like being in shape physically. It is a daily decision and there is no substitute for doing the work.

# WORKSHEET 4

## WHAT DO YOU ASPIRE TO BE?

01

What are your main qualities? What character traits best define you? In other words, what makes you uniquely who you are? These questions are abstract and difficult to answer. Try answering them the best you can.

02

What do you hope people will say about you at your funeral? This is a difficult question, but will help you gain clarity on what values matter most to you.

03

All questions you are asking, following up with asking “why” to dig deep into the significance you associate with. Your answers can reveal a lot about you and your values. Choose a close friend, family member, or co-worker to interview you in such a way. You may be surprised by what insights you will unearth.

04

Another useful way to gain clarity in who you are and what you value is to pick out and examine your role models, real or fictitious. Make a list of several of your role models and write down what about their attitudes, their qualities, their values, or their achievements you most admire.

05

It is possible to reveal the qualities and values that matter most to you by focusing on what you disdain and working your way backwards, like a photo negative. Think of someone that triggered an “I never want to be like them” reaction in you. Most of us only have to shake the family tree to find a few examples. Is there anybody in your mind that would fit this role? What, specifically, do you not admire in them?

# LESSON 5

## HIDDEN PATTERNS

### Map out your life!

Like a pointillist painting seen from up close, the thousands of events, decisions, and choices that make up our lives may at first appear separate and unrelated. Yet, when examined from a distance with a holistic point of view, they form an intricate and coherent portrait of our lives. To paraphrase Peter Drucker, "tell me what you value, and I might believe you. But show me the twists and turns of your life and I'll show you what you really value."

***"Sense-making is about making sense of the world by creating a picture that enables us to act."***



Answering the following questions is an opportunity to stop and take stock of our own lives and make sense of them. We're often unaware of our own patterns. We tend to be blind to how we've changed over time, and we don't always fully realize what drives us. It is hard to see the picture when you're inside the frame. Examining your own trajectory will bring to light what is important and your own unique identity. Understanding what you have learned from life experiences and how they have led you to where you are will give you a strong sense of purpose that will propel you in everything you do. That kind of clarity gives you wings.

# WORKSHEET 5

## PLAN YOUR DIRECTION

01

Write down a few major turning points in your life, moments when your path veered in a different direction. During these moments, What decisions did you make and why? What did you learn?

02

List several major events that happened to you that were outside of your control. How did you react to them and why?

03

What gives you energy, and what drains you of energy?

04

What have been your most triumphant successes and worst setbacks?

05

What are some patterns running through your life? Try to look for situations or decisions that seem to repeat themselves.

# LESSON 6 CHANGE YOUR BELIEVES

**What holds you back today might be the very same thing that has served you well in the past.**

We often undermine ourselves, which in turn constrains our ability to perform as leaders. Self-limitations, usually in the form of beliefs or fears that have turned into behavior patterns and habits, reduce our ability to reach our full potential. Even though these types of thoughts tend to be largely untested and outdated, your brain takes them as a fact. As a result, this line of thinking often defeats you. Anyone can improve at anything they aren't good at. Henry Ford once said, "there is no man living who isn't capable of doing more than he thinks he can do."

***"The transition into a more senior leadership position requires letting go of what had been the source of your success!"***

From the time we are in our mother's womb, through the first years of our lives, our developing brains are like sponges. Everything is absorbed at face value, stored, and combined to create our inner "self." Billions of neurological pathways are created during these early years. All kinds of associations, fears, and beliefs get planted in our minds early on. If our thoughts routinely travel down these paths, they eventually solidify as unchangeable truths. Think of these ingrained beliefs, which are often buried in our subconscious, as an invisible puppeteer that pulls on the strings to influence our behavior.

Overcoming our self-limitations starts with awareness. Mapping out our life (as you did in the last chapter) or getting the help of neutral observers, such as a coach or via 360-degree feedback, are effective ways at developing awareness in this area. Answering the following questions will also help shed light on self-imposed limitations that are holding you back.





# WORKSHEET 6

IDENTIFY YOUR SELF-LIMITATIONS

01

What is your worst fear that holds you back? Where does it come from?

02

What behavior patterns would you like to change? Of whom do they remind you?

03

What are some beliefs that no longer serve you and that you would most like to shift? What is their source?

04

What do you want to get better at?

05

Are there any skills, beliefs, habits, or attitudes that have served you well in the past but are now limiting your potential? If so, what are they?



**"As a leader, your every thought, emotion, and action impacts many lives. It's extremely important to work on how you are within yourself"**

**Sadhguru**





# Thank you

If you want to learn more about my Leadership Philosophy, Online Courses or Coachings go to [www.meetus.us](http://www.meetus.us).

**Monique Menesi**

SERIAL ENTREPRENEUR   LEADERSHIP COACH   PSYCHOTHERAPEUT   YOGA TEACHER



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