

THE HIGH PERFORMANCE *Organization*

*The Value of Alignment:
Sustaining Performance and Vitality*

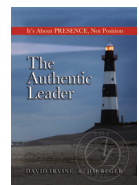
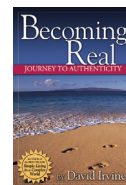
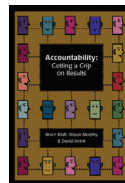


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Wednesday, March 28th, 2007
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With David Irvine, The Leaders' Navigator
Best Selling Author, Consultant, and Leadership Architect**

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the leader's navigator



Introduction

You should never be so busy doing that you don't have time to think about what you are doing.

“If you change the way you look at things, the things you look at will change.”

- Albert Einstein

Three essential messages for today:

1. **The fuel that creates and sustains high performance in an organization is life force.**

Life Force

An organization without life force is like a person without a soul.

Skeleton, flesh, and blood may be able to consume and excrete, but there is no life force.

Policies, procedures, work plans, and strategies may help you get the work done, but they are not the same as life force.

Organizations depend on life force.

2. **A high performance organization begins with a decision – to shift from a “boss” to a real leader.**
3. **Creating a culture of sustained performance and vitality requires values alignment, and values alignment begins with internal personal alignment.**

Leadership – It's About *Presence*, Not Position Are You A Boss Or A Real Leader?

Transactional Boss
Manages, controls, enforces
“Get things done” through ego - The power of “knowing”
Plans, goals, systems, structure
Works within existing paradigm
“Time teller”
“What” and “How”

Transformational Leadership
Mentors and influences
Inspires others through <i>humility</i> and <i>vulnerability</i>
Intuition, connection, energy, passion
Transforms outside existing paradigm
“Clock builder”
“Who” and “Why”

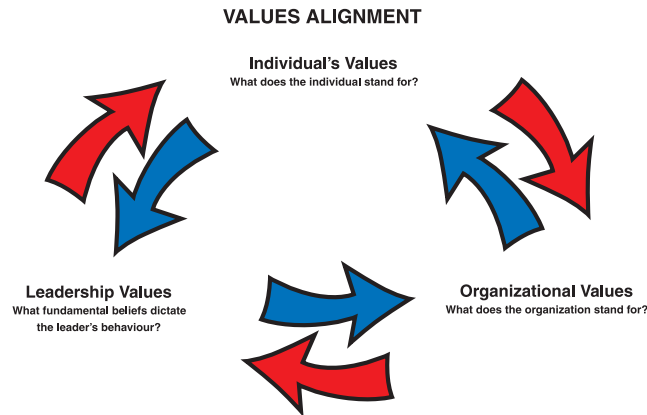
Questions For Reflection and Action:

- Where, in your work or your life, do you see evidence of transformational leadership?
- What are you doing organizationally to acknowledge and reward transformational action?
- Who has been a “leg-up” person in your life?
- What have you done to acknowledge this person, and in the process, acknowledge these qualities in *yourself*?
- Who will continue to hear your voice after you are gone?

Authenticity

Message #3:

Creating a culture of sustained performance and vitality requires values alignment, and values alignment begins with internal personal alignment.



Authenticity – The Power Of Internal Alignment¹

Three Questions For Reflection:

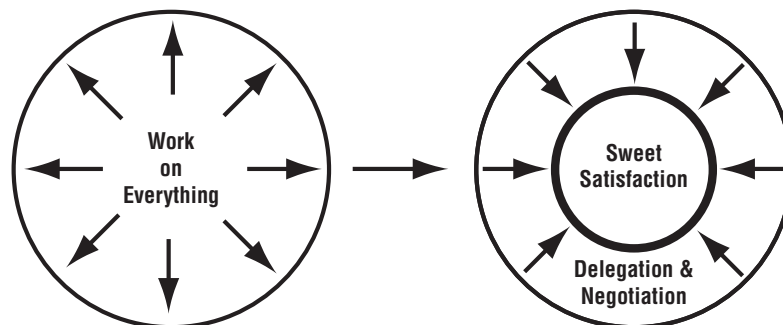
- How often have you found yourself at work and discovered that there is some vital, valuable part of yourself that didn't travel there with you?
- What happens to your soul when your special gifts cannot seem to find their place in what you are doing?
- How often have you been in an organization where you found that there is far more talent, capabilities, and wisdom, than the job required or even allowed?

“When the deepest part of you becomes engaged in what you are doing ... when what you do serves both yourself and others, when you do not tire on the inside ... but seek the sweet satisfaction of your life and your work. What then?

Then you know you are doing what you are meant to be doing.”

- Gary Zukav (Seat Of The Soul)

Development of an Entrepreneur



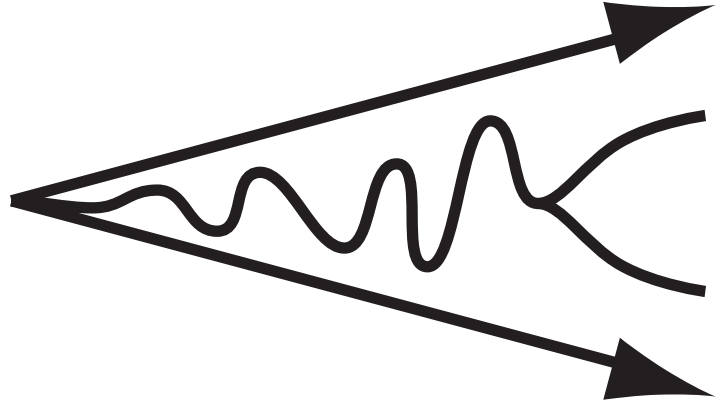
¹ For further exploration of authentic living and leading, see David's books, *Becoming Real: Journey To Authenticity*, DC Press, Sanford, FL, 2003; and *The Authentic Leader: It's About PRESENCE, Not Position*, DC Press, Sanford, FL, 2006. These books can be purchased here today or ordered by emailing: val@davidirvine.com

Authenticity...continued

The Authentic Journey – An Overview

*Now I become myself.
It's taken time, many years and places.
I have been dissolved and shaken,
Worn other people's faces...*

- May Sarton



*What in your life is calling you?
When all the noise is silenced,
the meetings adjourned,
the lists laid aside,
and the wild iris blooms by itself
in the dark forest,
what still pulls on your soul?
In the silence between your heartbeats
hides a summons.*

*Do you hear it?
Name it, if you must,
or leave it forever nameless,
but why pretend it is not there.*

Therma Collective

“The antidote to exhaustion is not rest. The antidote to exhaustion is alignment and wholeheartedness.”

- David Irvine

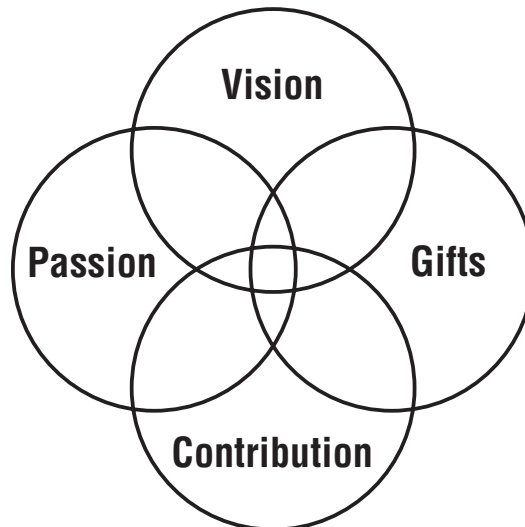
“Burnout comes not from hard work but from heart ache.”

- Rabbi Ira Eisenstein

The Two Kinds Of Stress:

- 1) **Authentic Stress:** Being authentic in an inauthentic culture... This is healthy stress and accompanies growth.
- 2) **Inauthentic Stress:** Being unaware of being inauthentic... This is unhealthy stress and contributes to illness and burnout.

Your Authentic Voice - The Four Components Of Authentic Alignment:



Authenticity...continued

1. A Compelling Vision...

Why do you get out of bed in the morning?

- What turns you on?
- What gets you up early?
- What makes you eager to face the day?
- What inspires you - to learn the extra skills, to put in the extra time, to go the extra mile?

What do you feel *called* to do in this work?

How does your paycheque link to your *higher purpose*?

2. Passion...

“If you don’t know what your passion is, then realize that one reason for your existence is to find it.”

- Oprah Winfrey

- What brings you “deep satisfaction?”
- What is your passion? What guides the “blueprint” of your life?
- What is it that you do, that when you do it, you lose all track of time?

3. Gifts...

“There is a vitality, a life force, a quickening, that is translated through you to action, and because there is only one of you in all time, this expression is unique. And if you block it, it will never exist through any other medium, and will be lost. It is not your business to determine how good it is, nor how valuable it is, nor how it compares with any other expressions. It is simply your business to keep it yours, clearly and directly, to keep the channel open.”

- Martha Graham

- a) What do you do well that you *don’t remember learning*?
- b) What are some of your unique talents, abilities that no one else has?

“That which is most precious to us is often so close to us that we don’t know that it is there.”

- Georgia O’Keefe, American painter

Key Leadership Principle:

Our most vital gifts may seem “so ordinary” that we can’t imagine why anybody would want to pay that much attention to them. Maybe this ordinariness is the source of our calling, of the most important gifts that we bring to the world, and of sustained vitality and commitment in our work.

“It is useful for us to search for that region which best suits us, a place where our spirit is advanced and refreshed, where our senses remain thriving, and where things nourish us.”

- Marsilio Ficino, Renaissance Philosopher

Authenticity...continued

4. Contribution...

“We have no more right to consume happiness without producing it, than to consume wealth without producing it.

- George Bernard Shaw

There appears to be two kinds of people in the world: those who help, and those who hinder; those who give and those who take; those who lift, and those who lean; those who contribute, and those who consume.

Which kind of person will you decide to be?

To give encouragement, offer support, show interest, and awaken hope in others is its own reward and returns to the giver many times over – through increased self-respect, worth, and health.

- a) Where are you making the world better by your presence?
- b) Where are you bringing a “servant’s heart,” a “generous spirit,” a commitment to be the best you can be in the service of others?

We will discover the nature of our unique genius when we stop trying to conform to other people’s models and expectations, and allow our natural channel to open.

Michelangelo was asked once how he carved and created such magnificence and beauty from a slab of cold marble. Michelangelo reportedly replied, “I didn’t do anything. God put Pieta and David in the marble. They were already there. I only had to carve away the parts that kept you from seeing them.”

Some questions for reflection...

- Where, in your life, have you made a contribution in your work that was aligned with your authentic voice, with your vision, your gifts, your passion?
- Where have you ever been able to mentor someone else to find *their* authentic voice?

