

Pull

THE POWER OF
MAGNETIC
LEADERSHIP

Shoshana Rosenfeld

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PULL LEADERSHIP PRESS

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While the stories in the case studies are true, personal identifiers such as names, industries and locations have been changed to protect the privacy of the individuals interviewed.

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sr@shoshanarosenfeld.com
shoshanarosenfeld.com

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To my family

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“You cannot solve a problem from the same
consciousness that created it. You must
learn to see the world anew.”

– Albert Einstein

“I was so consumed with getting to the top that I neglected to consider how I got there.”

CHAPTER 1

A Personal Story: The Beginnings of Pull

My journey into the power of Pull Leadership began on a warm August day in 1990 on the slopes of Washington’s Mt. Rainier, when my mistakes as a leader nearly had deadly consequences.

My team and I had made it to the upper base camp on Mt. Rainier, but my climbing partner — who was supposed to lead us to the summit — fell ill. She was well enough to make

the climb but not well enough to lead the team, so she asked if I would take over. I refused at first, but my teacher, who was also on the climb, assured me that I had what it took. We woke at midnight. The team and I fired up our stoves, melted snow to make water and began to prepare for our ascent. Once we were clipped to our ropes and harnesses, we set out for the summit. We had a six- to eight-hour climb ahead of us, most of which would be done overnight with only headlamps and the moon for light. During our ascent, we caught sight of a falling boulder headed in our direction. I panicked, and my immediate response was to freeze and bark orders at the team. It was not through my leadership but by chance that the boulder slipped through between me and another team member.

Technically, I was exceptionally competent, and I was in top physical condition. But as a leader of people, I fell short. I thought I was the smartest person on the team. However, under the pressure of this new leadership role, I began to overcompensate for my fear and insecurity. This led me to be single-minded, bossy and at times overly controlling. I was anything but magnetic. This kind of leadership could only hurt

in an already high-stakes situation where you depend on a team not only to reach the top, but for everyone's safety and survival in the most literal sense. We were at 12,000- to 14,000-foot altitudes, it was the middle of the night and the frozen glacier was as dangerous as it was pristine.

In retrospect, I can see that in my role as team leader, I was so consumed with getting to the top that I neglected to consider how I got there. Our trip was riddled with unnecessary bickering and minor blunders. Another team member and I battled incessantly throughout. At one point I even fell, which could have been deadly in these circumstances. Thanks to the quick and competent response of my team members, I was OK. I can now see that the fall was a result of my having been too stubborn and prideful to admit I was fatigued, and that I needed to adjust my attitude and take a different pace.

Harboring a constant focus on my fear of falling and resentment toward my teammate were contributors to the stress that led to both the fall and the bickering. It's remarkable to think that perhaps with the slightest shift in mindset, events and relationships could have been not just mediocre (as they

were), but positive, energizing and satisfying. I could have tapped into the excellence of my team and myself.

My technical competence was unquestioned in my mind and the minds of my team; my leadership abilities were another story. We did make it to the top. And we all made it down in one piece. However, months of preparation and an excursion that could have created lifelong relationships and the fondest of memories didn't necessarily deliver. This climb could have brought us together and paved the way for future adventures. It didn't. Over the years, I've reflected on my previous leadership style and where I was choosing to focus my energies. I've come to recognize distinct differences in my way of thinking, speaking and interacting with others from that period of my life to the present.

“With Pull Leadership your locus of control and source of personal power live inside of you; it’s self-esteem in its most authentic form.”

CHAPTER 2

The Promise of Pull Leadership

Pull Leadership is a powerful form of positive influencing. In complex, stressful and high-demand work environments, business leaders have a habit of falling into fear-based behavior. Often unconscious and based on the brain’s biological response to stress (e.g. fight, flight or freeze), this behavior could be characterized by finger-pointing, excessive control, manipulation, withdrawal or loss of confidence — maybe even all of these and

then some. After having encountered this kind of behavior while coaching and consulting with executives and their teams, I realized that there were key identifiable areas that, when developed, led to vast improvement and increased success and satisfaction at work. I've since articulated a methodology that allows leaders to become more aware of how they could use their consciousness to discover and develop genuine leadership potential rather than rely on anxiety-driven strategies that can lead to over-exertion and undercut results.

The recommendations I make in this book are for those who are interested in personal transformation, the activation of true potential and the stratospheric success that can come from that. This is about shifting a leader's consciousness to become authentically magnetic, by which I mean cultivating an internal energetic quality that provides a new kind of positive influencing. This is leading through Pull. It's not for those who need it; it's for those who want it. Leading through Pull is truly an inside job. Here, you are focused on genuine development that provides greater access to your authentic strength and efficacy as a leader. If you read this and something inside you

says “Yes!” then keep reading ...

If you change your consciousness by consistently raising your thinking to a higher energetic frequency, you will change the quality of what you attract into your experience, and your leadership success will begin to soar. For example, the energetic frequency of possibility, intentionality, vision and solution is higher than the energetic frequency of limitation, complaint, blame and problem-orientation. Certain emotional tones have higher, faster frequencies than others, and these are indicators of what you can expect to attract in your experiences. Simply put: Like attracts like. Whatever you focus on expands.

In contrast to the Pull approach, business leaders may be in the habit of what can be referred to as push leadership. If Pull Leadership is an inside job, push leadership is an outside job. Push is a disjointed state of doing, a constant state of external action without a clear intention or a sense of harmony between your mind, your emotions and your physical being. Those who push are engaged in slower-frequency, low-return activities that are effortful, strained and often based in fear and deficiency. Pull is a state of being where your thoughts, emotions and body

are consciously used in harmony to activate your full potential as a leader.

Under push, results are possible — but with Pull, leaders are tapping into a far greater source of intelligence. Results come with greater ease, enjoyment and fun. Under push, your locus of control and source of self-esteem are external and fleeting. You feel powerful in response to positive recognition or approval from others. Conversely, you feel a lack of personal power when others criticize, judge or critique you negatively. Under Pull, your locus of control and source of personal power live inside of you; it's self-esteem in its most authentic form. Over time, you are not as affected by the attitudes, beliefs and behaviors of others, either positive or negative. With Pull, others cannot dilute your power. Positive feedback is always nice to hear, but you are not dependent on it for your own sense of leadership efficacy, fulfillment or satisfaction.

“Pull Leaders are potent, positive influencers because they operate above the line — thinking and speaking in the language of purpose and possibility and translating that language into tangible results.”

CHAPTER 3

Choosing Pull vs. Push: Are You Above the Line or Below the Line?

One of the easiest ways to lead through Pull is to pay close attention to your language. How do you express yourself through your speech? What kinds of conversations are you having? The language of Pull and the language of push sound very different from one another. Imagine drawing a line in the sand: push leadership is below it, and Pull Leadership is above it. The above-

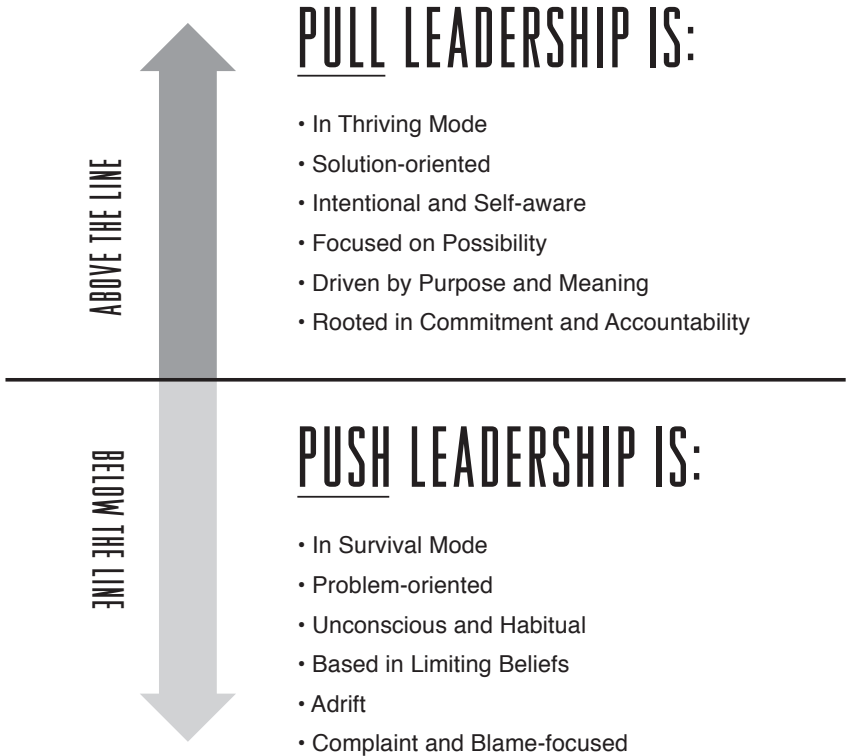
the-line/below-the-line model has been used in business for a long time. Many people, including my clients, find it a powerful tool to assess where they are relative to Pull vs. push. So I decided the above the line/below the line model provides useful context for how to think about the ideas I'm presenting in this book.

Leading from below the line – through push – is:

- In Survival Mode
- Problem-oriented
- Unconscious and Habitual
- Based in Limiting Beliefs
- Adrift
- Complaint- and Blame-focused

Contrast this to leading from above the line – through Pull – which is:

- In Thriving Mode
- Solution-oriented
- Intentional and Self-aware
- Focused on Possibility
- Driven by Purpose and Meaning
- Rooted in Commitment and Accountability



Pull Leaders are potent, positive influencers because they operate above the line — thinking and speaking in the language of purpose and possibility and translating that language into tangible results. When we lead through push — when we are below the line — we often feel frustrated and drained. When we lead through Pull — above the line — we're energized and emboldened. Check out these questions to see which side of the line you may land on. Hint: If you really want a good diagnostic, think about a specific team or business-critical project that you're working on right now. Here are some questions to ask yourself:

Leading Through Pull: Above the Line

- How fully are you tapping into your potential?
What makes you flourish and thrive?
- How strongly do you believe that behind every problem lies a solution, and that by knowing what you don't want, you can more clearly focus on what you do want?

Choosing Pull vs. Push: Are you Above the Line or Below the Line?

- How much clarity do you have about what you are trying to create as a leader? How skillfully do you leverage your power to focus? How well do you know your personal triggers, tendencies and strengths?
- When, with whom and how often do you ask yourself, “What’s possible now?”
- How inspired are you by your own vision for the future?
- How likely are you to follow through on your own intentions by taking concrete action?

Leading Through Push: Below the Line

- In your day-to-day leadership, to what degree do you feel like you're barely keeping your head above water?
- How common is it for you to frame situations from the perspective of the problem: "What is wrong here?"
- To what degree do you find yourself doing the same things over and over again, feeling frustrated with the lack of significant progress or results?
- How much of the time do you feel like, no matter what you try, the odds are stacked against you?
- How frequently do you feel like a ship without a compass, not sure where you're heading or how to get there?
- How common is it for you to think that your problems stem from someone else's bad behavior?

Choosing Pull vs. Push: Are you Above the Line or Below the Line?

If you find yourself more on the side of push than Pull, it doesn't have to be a permanent state. The good news is you're becoming more aware. With some focus and regular practice you can bring yourself above the line. It's really a matter of where you want and choose to be. If you want to shift from below the line to above the line, these four principles and practice areas give leaders some of the greatest leverage for becoming more magnetic in the shortest amount of time. I call them CHIPS:

Center:

Anchor through the body.

Humility:

Become open and teachable.

Intention:

Create through focus.

Personal Responsibility:

Take care of your side of the street.

So pick the one that's most compelling to you and start there; it's best to work on them one at a time. It can make a difference right away. Remember, repetition and consistent practice yield the best results. It's not about doing this perfectly — it's about taking baby steps and having patience with yourself. Once you've made some progress on one of these, then come back and try another.

“If instead your drive isn’t to create an outward image,
but to understand who you are and to focus inwardly
and be Centered, that creates Pull.”

CHAPTER 4

CHiPs of Wisdom: Stories of Magnetic Leaders

Center

We exist on many levels: physical, mental, emotional and spiritual (the latter referring to meaning and inspiration). Leaders who cultivate an integrated sort of wellbeing on all of these levels will find it enhanced by what many call “finding Center” or

“being Centered.” Like a tree prepared to weather the wind and rain through a well-established root system, a Centered leader is consciously anchored in a mindful awareness at the core of the physical body. This leader is very present and grounded in the midst of stressful situations, reactive emotions and challenging external conditions. In essence, Centering is a type of mindfulness practice that allows a leader to shift from a contracted, reactive, less effective state to a calm, present, inspiring one. This focused attention enables us to feel relaxed, present and open on mental, emotional and physical levels. It allows us to respond and lead effectively, rather than react automatically and habitually. Like all qualities of Pull Leaders, Centering comes with practice. A little practice every day can go a very long way.

Most important to understand is that we cannot *think* our way to Center. Our best thinking often takes us off Center. So something new is required to help us learn to discover and repeatedly come back to Center. Jared’s story is a great example of the kind of extraordinary results that are possible in business when a leader learns to find — and return to — Center on a regular basis.

What was it like pre-Centering?

Jared is a senior leader at a global technology company. On the walls of his office are large topographic maps and photographs of horses; the atmosphere brings about a sense of calm.

Before he learned about being Centered, Jared worried a lot about what other people thought. Newly promoted into a role running a large organization, he was driven by wanting to make a good impression and put heavy pressure on himself. “I felt nervous and sweaty-palmed about interactions and just about anything,” he recalls. “I was trying to real-time analyze my answer as the situation was emerging out of the other person’s mouth — to answer the question before it was finished. That’s a stressful way to live.”

This way of leading was driven by insecurity in a lot of respects and not being confident in himself. His hyper-sensitivity drove him to be quicker on the draw and less willing to let something develop and to think about it. He didn’t want to pause and let a thought form, because he thought that was a sign of weakness.

Some of the consequences of this frenzied thinking: He

would start sentences, concepts and ideas without knowing where they were going to go. He would eventually round the idea out to a clear thought, but that was really distracting and confusing for others, at times even contradictory.

How did things change?

After several weekend getaways to a horse ranch in the mountains, Jared couldn't help but notice the sharp contrast between the sense of calm he felt in nature and the "constricted, tight-hearted, high-heartbeat feeling" he had at work. He realized that just thinking about the open space was calming to him, and he wondered why that was. His curiosity led him to explore this on a deeper level, and he was introduced to the concept of Centering and its exercises and practices.

"It helped me see that I was the one who was putting this space constraint on myself in this setting. I was outside of myself. I was answering the question too concerned with what someone else might think, vs., 'How do I really feel about this?'"

Through a process of becoming aware of this physical and mental state, Jared soon realized that what he thought were

“necessary burdens” of the workplace were in fact misperceptions of his own making.

Jared used Centering to break his dependency on creating self-esteem through external validation. By doing this, Jared was able to discover and cultivate the inner sense of calm that he initially felt in the mountains and continually access it at work. Through practice, Jared learned to draw a distinction between his hurried behavior of the past and the calm he feels in the present.

He started practicing Centering a couple of times every day. There’s no one right way to practice, and experts in the field teach numerous approaches to Centering. One that has worked well for Jared is what he calls “circular breathing.”

He starts with a breath in and imagines it swirling upward, around and through his body, as he breathes in and then breathes out in the opposite direction, down into the ground.

“To me the real sense of power in that, and the part that opens me up, is where the breath comes from. We’re sitting here on the fourth floor, and I picture this breath coming from the earth. As I draw it up, it’s coming up from the ground and it’s circling around and it’s going up above me and it’s coming back down

again — and I’m just here in it as it goes through me. It’s a really kind of fun feeling.”

What’s it like now?

With the exception of being out in nature, Jared had never allowed himself any silence. “When I had free time, it was always filled with doing something: checking email, checking texts, checking baseball scores. When I was biking, I was listening to music. There was always something, some kind of distraction. There really wasn’t just silence.”

Jared started getting results after practicing Centering for only a couple of months. Whereas before he was overly focused on the reactions of others, today he is more relaxed and confident in himself. At one point he was able to feel calm only when he was out in nature, on those occasional weekends away. Centering now lets him find calm when he walks down the hall or goes to a stressful meeting.

“And that’s really liberating,” he says. “Recharging: It’s similar to running on the beach, sitting in a field, listening to a creek, or watching a hawk wheel on thermals.” And he’s not even

stepping outside the walls of the office.

Jared's most recent success is inspiring. "Just this week I gave a presentation about a complex topic to 150 peers: people within my group and some folks up my reporting chain. It was a presentation on all the technology behind our pipeline. It's a lot to master and keep track of and give a good, compelling talk about. There were lots of pressures I put on myself about this. The individual who talked before me was outstanding ... fantastic. That triggered nerves for me. This guy was dynamite, and I thought, 'Well, I can do this.' I spent 30 seconds as I was waiting to go up on stage, and did my breathing exercises and thought of my hawk wheeling on the thermals at the ranch and the open space, and started in from a centered place ... and hit the ball out of the park.

"It went fantastic. I couldn't have dreamed of it going better. A year ago, some of those things would have caused me to be unglued. I would have been nervous and too concerned about what others were thinking in the audience. I used to think knowing where the audience was was a strength, because I could adapt and adjust my message. The problem is that I was fooling myself with that. It's much more powerful to be true to your

message. So by approaching this talk from a much more Centered place, it went better than I'd ever even rehearsed it."

For Jared, being Centered is the difference between pretense and authenticity. And that's what creates his Pull as a leader. Jared reflects, "No matter how subtle, people sense that drive for creating an image. If instead your drive isn't to create an outward image, but to understand who you are and to focus inwardly and be Centered, that creates Pull. That creates trust. That creates that very elusive willingness to be attracted, to trust somebody, to offer that discretionary effort when no one's looking, when things are hard. It's what I think causes people to go that extra mile."

Practices for Center

Experiment with this Starter Practice once a day for the next two weeks and see what happens. If you're getting good results, build on your skills with the Next-Level Practices. You'll get more mileage by answering the Reflection questions, too. There are no right or wrong answers. Just pay attention and see what happens for you.

Center Starter Practice

Find Your Feet

For 60 seconds put 100 percent of your attention on your feet. Keep your eyes open. Focus on the actual sensations you feel in your feet like vibration, warmth, coolness or heaviness. See if you can feel the sensations for the full 60 seconds and allow yourself to become Centered.

Reflection

What happens as you do this practice over time? In what situations does it help you? How might you remember to do it? I once coached an executive who put a pebble in his shoe until finding his feet became a new habit! What are you learning about yourself from doing this practice?

Center Next-Level Practice

3 & 5 Breathing

Breathe in for a count of three, then exhale for a count of five. Repeat five times. Keep your eyes open. When you consciously exhale longer than you inhale, you activate your relaxation response and become more Centered.

Reflection

What happens when you try it? By yourself? In meetings?
Walking down the hallway? In traffic?

Center Bonus Practice

Pause for Poise

Choose one meeting a day to do this practice. Start by Centering using “Find Your Feet” or “3 & 5 Breathing” (above). When others are speaking notice how your mind starts planning what you’re going to say next. Bring your attention back to the present. When you speak, speak authentically from Center, without rehearsing.

Reflection

What happens when you do this practice? What’s easy about it?
What’s challenging? What are you learning about yourself?

“A low point of emotional defeat can lead to an eventual willingness to let go of old strategies and take a new approach.”

Humility

The more successful a leader becomes, the greater the risk that the ego will take credit for what it didn't really accomplish. Humility means tempering the qualities of self-assurance and tenacity with openness and teachability. It is a quality that embodies the willingness to not have all the answers. Humility, in the context of Pull, is a positive, virtuous and powerful leadership quality. It differs from the negative associations with humility like being passive, weak or “a doormat.” It's also different from “humiliation.” Humiliation, as one thought leader, Tim, sees it, comes out of the self-involved, self-judging voice that can tell us we're either way above others (superior) or way below them (inferior). Really, we all have flaws, and these are just part of being human. Cultivating Humility is like getting into the right proportion, or becoming “right-sized,” in relation

to others and ourselves.

A leader with Humility sees him or herself as a human being among human beings. This allows the leader to be accessible and make a realistic personal assessment that is not bolstered by an overly active ego in a hierarchical, competitive work environment. Regardless of the scope and scale of the business, Humility is a Pull strategy for a leader. Let's hear Tim's story to see how he developed from a self-absorbed, ego-driven leader to a wildly successful leader with Humility.

What was it like pre-Humility?

Tim, a senior leader with experience running several successful global organizations, had always been highly focused, driven to succeed. It started young and consumed him for the first half of his career. Fiercely competitive, strategic, quick and clever, Tim recalls, "I could sense who my competitors were and figure out how to be one step ahead of them. I would think about every single thing that could go wrong and an action to prevent it."

Tim's success in business started when he was young and grew exponentially. Relatively early in his career, he took one

company from a few million dollars in value to nearly a quarter billion in several years. And this was well before the dot-com days when stratospheric growth could happen overnight. In a quiet voice, Tim says, “I was on a power trip to the max — in the major leagues. The truth is, I was an egomaniac.”

How did things change?

There was no single turning point in Tim’s transformation. Instead, there was a series of pivotal professional crises and associated moments of self-awareness and insight. At one point, at the height of Tim’s career and success, the business hit a rough spot. Things weren’t going as well as Tim would have liked. They were still going OK, but he had grown accustomed to “constant adulation about how fantastic we were.” Tim soon began experiencing such a level of stress that physical symptoms started appearing and getting worse.

In thinking back on that time, Tim realized it was because he had this image of himself at an unsurpassed level of performance, profitability and innovation. He was very wedded to that self-image and the associated recognition.

“It was all 100 percent my ego. When I finally noticed my hair falling out, it was such a wake-up call.” Tim knows leaders get physical signals like that all the time, but they rarely pay attention to these symptoms early on.

Reflecting on it now, Tim describes the survival mode that leaders get caught in when they’re in high-stakes business situations day after day, year after year.

“When you have stress like that, you do not have things in the right proportion. I had an inflated expectation and view of myself. My mental model of wanting to have adulation all the time was off. My ego took credit and wanted to be validated and put up on a pedestal. Personally, I was suffering. Ironically, over time, the more painful it was, the more open I became.”

It’s been said time and again that breakdowns lead to breakthroughs. A low point of emotional defeat can lead to an eventual willingness to let go of old strategies and take a new approach. Tim’s breakthrough took place when he realized that his dependence on external praise and recognition was sabotaging his ability to lead.

What's it like now?

For Tim, it was a paradox. As he became more open, he started thinking about the times in his life that had brought him the most joy. He realized they came from being connected or engaged with something much bigger than himself, what he calls “getting out of the little perception” and expanding his world view.

“What I learned was the more I let go of fear and control, the better leader I was — and the more success I had with the people working with me.” Tim relaxed a bit when it came to his vision, too. “In a hierarchical, old model the people have to go through you, the leader, to get to the vision. What I really tried to do is connect the people to the vision so the vision was autonomous and within them.” This proved fruitful for Tim and his organization.

As his success grew, Tim had an epiphany. “I realized I sit on all the backs of the people who came before me. Who am I, really? I had myself so out of proportion. I’m just a combination of talents that I’ve inherited. It’s a matter of clear seeing.” The more Tim saw clearly how much other people were contributing,

the more he credited them. The more he credited them, the more excited they got. And the more excited they got, the more they gave. It was an upward spiral that eventually carried everyone in the organization forward. “We wanted to empower people,” recalls Tim, “and help them feel that they could do anything. And they did! I mean, we did unbelievably innovative and creative things, working with really smart people.”

For Tim, the path to Humility was one of getting out of the narrow view, learning to see the big picture, and then seeing himself in proportion to it. He also found that once he did that, he felt a lot of appreciation for individuals, for opportunities and even for the seemingly difficult things. “From there,” he says with wonder and enthusiasm, “from a place of appreciation, it paradoxically opens up more possibilities for you.”

Tim embarked upon his journey fully aware that the only way to lead people was to create an environment for success. Part of this involved some significant personal changes. His transition from egoism to Humility didn’t occur overnight, and the results slowly revealed themselves over time. He has seen impressive developments both professionally and personally. When viewed

from a wider lens, the changes from one end of the spectrum to the other are distinct. His emotional and physical states have improved markedly, and upon the stabilization of his original company, he decided to take a break from the industry. After returning to business leadership, he undertook new projects that experienced an inspiring degree of success.

As he thinks about Humility, Tim is filled with memories of the first river trip he took as a young man. Having lived all his life in New York City, Tim went on a guided whitewater rafting trip where he shot the rapids, was thrown around like a rag doll and lived next to the flowing river under a sky full of stars. He realizes now that this experience first started to turn his views around, though it took him many more years to develop them further. “I realized on that trip that ... I am not in charge. And being the ego-driven person I was, it was a dead-end journey to think I could be in charge. If I’m a pusher, if I’m telling others what to do, we will never succeed.”

He relates to a quote he once read: “As I come to the end of my life, I’ve come to the realization that we do not determine how things are, we really discover them.” Tim is happy that he’s

still discovering the freedom of letting go into a broader view — and the expanding possibilities that come with being teachable.

Pull Leadership is being honest and open; being willing to admit, “I don’t know everything”; and being willing to see things differently. In Pull we call it being teachable: not diminishing what we bring to the table, but also being willing to learn. As one colleague so aptly puts it, “Having a point of view and reserving the right to get smarter.”

Practices for Humility

Experiment with this Starter Practice once a day for the next two weeks and see what happens. If you're getting good results, build on your skills with the Next-Level Practices. You'll get more mileage by journaling about the Reflection questions, too. There are no right or wrong answers. Just pay attention and see what happens for you.

Humility Starter Practice

Appreciation List

Start a leadership journal. Every day, write a list of five things you appreciate about your work, your team and/or life. Keep it simple. Keep it real. Keep it fresh every day.

Reflection

As you write your list, where do you sense the feeling of appreciation in your body? In your head? Chest? Belly? What sensations do you notice — openness, relaxation, etc? What are you learning about yourself from doing this practice?

Humility Next-Level Practice

This practice was inspired by Dr. Michael Bernard Beckwith.

I Don't Know

Say these three simple phrases silently to yourself once a day, to build appreciation, expand your world-view, and practice being curious and teachable.

1. *"Today I appreciate _____."*
2. *"Today I'm open for something new and positive to emerge."*
3. *"Today I don't know what that will be or how it will happen, and I'm OK with that."*

Reflection

What happens in your mind, heart and body when you say these phrases? How does this practice help you let go of control? What are you learning about yourself from doing this?

Humility Bonus Practice

Curious Inquiry

Choose one meeting a day to do this practice. Listen closely to others, without interrupting. When there is a natural pause, ask one open-ended question. Listen closely to the answer with curiosity and caring. Listen only, no dialogue or feedback. Repeat three times. (Open-ended questions can't be answered with "yes" or "no" like, "What does that mean to you?" "How do you feel about it?" "What's most important to you now?"")

Reflection

What is your experience as you practice curious inquiry? What do you notice in others? In what types of conversations do you think it would be helpful for you as a leader to practice curious inquiry? What are you learning about yourself?

“The exciting thing about leading through Pull is that you don’t have to wait for the other person to change. You change one variable — yourself — and the whole equation changes.”

Intention

Mastering the skill of setting clear Intention is essential for an individual to become an effective Pull Leader. This involves a rigorous and ongoing process of choosing where to place one’s focus and having inner and outer conversations using language of purpose, meaning, possibility and commitment. Business leaders can train themselves to evolve beyond the habitual tendency of the mind to focus on a dialogue of complaint, blame and mere survival. Leading through Intention, however, isn’t automatic. I’ve spoken to a leader who made the transition from push leadership to Pull by use of Intention.

What was it like pre-Intention?

Stephen, a senior leader at a global company with more than 100,000 employees, thinks of his life as before and after

Intention. Pre-Intention, his life was founded on the belief that success comes only from hard work and action. He directed all his focus on persevering, pushing for what he wanted and resisting what he was against. “There was success in my life,” he recalls. “But it came slowly and at a high price.” The price included regularly working 14- to 15-hour days, working every weekend, living in a constant state of stress and sacrificing relationships with family and friends. Health consequences followed: dangerously high blood sugar, high cholesterol and chronic migraines. “I believed that things just kind of happened to people, and that if I was strong enough and pushed hard enough, I could overcome adversity.”

How did things change?

Eventually, Stephen realized that the self-imposed exhaustion was becoming untenable. He had been introduced to the concept of Intention once before, but he hadn’t yet been fully interested or open to exploring it further. When it was brought to his attention a second time, however, he found himself more willing to give it a try. He came to understand that he could create his experience through mindfully focusing his thinking. So he

started shifting his focus away from reacting to all the things he didn't like and toward appreciating what was working in his life and creating "thought-ways" that led to where he wanted to go.

He clearly remembers the shift. "I started thinking about energy management. By that I mean mental, physical, emotional and spiritual energy. Directing the energy in my thoughts toward things I wanted instead of pushing against things I didn't. Any time you exert force against something, that force pushes back with an equal amount of energy against you ... It's Newton's law. Today, I'm very cognizant of thinking continuously that there isn't anything that I'm against. There are things, instead, that I'm for. Instead of saying I'm against that particular policy or approach, I'm for this one. So I've slowly worked out of my vocabulary, and my energy, the concepts of fighting and pushing and resisting."

Another way of saying it is that Stephen changed his language, his story and his energetic frequency from below the line to above the line. He shifted from being a push leader to one who leads through Pull. He learned how to consistently generate a vibrational frequency that matched what he wanted and magnetically attracted those experiences into his life.

What's it like now?

In the three years that Stephen has been living by Intention, he has transformed his life and his work. He spends evenings and weekends with friends and family, and he has time to devote to his health. He uses mindfulness meditation and exercise to reduce stress and increase his focus.

“I use my focus to redirect my thoughts when they go negative, from what I don’t want back to what I do want.” The migraines have gone away, and his blood tests are all in the normal range. “And,” he continues, “there isn’t a relationship in my life that hasn’t dramatically improved. It really started with a relationship I wanted to improve with a colleague, because I felt like our relationship was toxic. When I got to the root of it I realized I was really pushing and fighting against it.”

We all know when we’re in a draining or toxic relationship at work. We avoid, we email instead of having face-to-face conversations, or we go the long way around instead of walking by a certain person’s office. When we look at the calendar and see that we have a meeting with the person, we feel dread and use any excuse to cancel. The more we push against difficult relationships

and personalities, the more they manifest themselves in our experiences.

As leaders become more aware of their emotional and vibrational terrain — and respond to difficult relationships in an above-the-line way — they discover that they can actually change themselves and their relationships. The key is making the leap from pushing against certain difficult behaviors in others to focusing on the positive qualities that they bring to the table. The exciting thing about leading through Pull is that you don't have to wait for the other person to change. You change one variable — yourself — and the whole equation changes.

For Stephen, what started as improving a relationship expanded to introducing new, powerful programs into the workplace: things like a revolutionary work/life flexibility program and other cutting-edge programs. Both are examples of what Stephen calls “that virtuous cycle of leading through Intention.” They promote wellbeing for employees and improve business outcomes at the same time. These ideas are rooted in the essence of human motivation: the desire for freedom, creative expression and the activation of human potential. “I have come to

the conclusion that people seek freedom everywhere. They're not interested in having things forced on them. It's best when people are inspired to opt in."

In the time Stephen has been leading through Intention, the numbers tell the story of his success: He has cut turnover in half and saved \$2 million by implementing the work/life flexibility program. Employee engagement is up by 20 to 30 percent. Individuals are happier, less stressed and more productive.

Since Stephen started leading through Intention, he's earned a promotion that has given him greater responsibility; a "bigger canvas to paint on"; many, many more people, and a much bigger business. "In my mind it is connected. When I started leading through Intention, I wasn't necessarily focused on getting a promotion. In fact, I was so happy in my last job I could have done it forever. And then this opportunity opened up, and it's an opportunity to do what I was doing but more, and impact more people in a positive way. The solutions I create around managing our employees are also good for the business. They're inseparable. A business is an organization of people, so what you do for one has to be good for the other if it's to be sustainable over time.

“Leading by Intention has everything to do with knowing what you’re about as a person: what your vision is for life; the best parts of what you want out of the world and out of life; tailoring your work and your life so that you can achieve that. And everyone else benefits. That’s how I look at my job: I’m so lucky to have it. I get to come to work every day and do what makes me happy. I love to teach and inspire people. I get to do that all day long and at the same time help the company make money. And I just think that’s part of leading by Intention: finding the pathways and the thought-ways to what you want to achieve together as an organization as opposed to pushing against problems and issues. Not that there aren’t lots of problems and issues — but focusing on the solutions rather than the problems.”

Stephen’s Pull Leadership style is unusual in a business environment. He was recently advised by an organizational psychologist to “focus more on being competitive.” His response: “I am deliberately not competitive. That doesn’t mean that I don’t win or that I’m not interested in differentiating my brand within the marketplace, because I am. But I’m doing it because of what I want, not because I want to beat and defeat my competitors. I

think there is an abundant amount of market share to be had.”

This change in Stephen’s language and attitude has brought an overall change in his actions and approach. Both his personal and professional relationships have improved, and his new projects are handled with more ease than before, despite the increased responsibility. By the use of Intention, Stephen has successfully fostered the magnetism and trust of a Pull Leader, as evidenced by his strengthened performance, interpersonal improvements and ability to create and introduce novel projects and insights to his workplace. As stated before, however, these changes don’t happen overnight. They certainly didn’t for Stephen. To begin leading through Intention, start by trying one these simple, yet powerful, practices. Consistency will yield results.

Practices for Intention

Experiment with this Starter Practice once a day for the next two weeks and see what happens. If you're getting good results, build on your skills with the Next-Level Practice. You'll get more mileage by answering the Reflection questions, too. There are no right or wrong answers. Just pay attention and see what happens for you.

Intention Starter Practice

Above or Below the Line?

Pick one conversation a day. During the conversation, pay attention to your language and notice whether you're above or below the line. Fill in this simple chart once a day to graph where you are for a week.

Reflection

At the end of a week, what themes or patterns do you notice? What are you learning about yourself? Don't judge, just notice. This is a chance to see if you're above or below the line. Increase your self-awareness, and you'll increase your choices.

WHERE AM I NOW?

DAY	1	2	3	4	5	6	7
SITUATION							
ABOVE THE LINE							
BELOW THE LINE							

EXAMPLE

DAY	1	2	3	4	5	6	7
SITUATION	At a networking event	Hi meeting with my manager	Giving presentation	At a conference	Disagreement with my peer	On a deadline	Walking the dog
ABOVE THE LINE							
BELOW THE LINE							

The line graph illustrates the person's position relative to the line over 7 days. The points are connected by straight lines, showing a fluctuating trend. The points are located at approximately: Day 1 (1/4 above line), Day 2 (1/4 below line), Day 3 (1/4 above line), Day 4 (1/4 below line), Day 5 (3/4 above line), Day 6 (1/4 above line), and Day 7 (3/4 above line).

Intention Next-Level Practice

Setting Intentions

Check out the graph you made from the week of observing yourself. What percentage of the time were you above the line? Are there situations where you tend to go below?

Once a day, choose a conversation and set an intention to stay above the line. Start with easy wins and challenge yourself with tougher situations over time. When you find yourself going below the line, practice silently setting your intention again.

Reflection

What's it like for you to consciously practice setting intentions? How does building your muscle of intentionality make you a stronger leader? What do you notice about your impact on others when you're above vs. below the line? What actions do you want to take as a result of doing this practice?

“Anybody can pick apart what someone else is doing, but it takes courage to actually say, ‘I’m going to lead this. I’m going to take on this challenge.’”

Personal Responsibility

Personal responsibility starts with rigorous self-honesty and the willingness to admit when you are below the line. It’s not to critically self-judge, but rather an invitation to step out of mediocrity and finger pointing and into excellence and elegance as a leader. It’s a choice to take 100 percent responsibility for your own attitudes, beliefs and behaviors. It’s also a break from the fallacy that you have control over anyone other than yourself. You recognize the toxicity of harboring resentment, placing blame and diverting responsibility for your own emotional state, attitude, beliefs and behaviors and subsequently expecting others to do the same. It’s a radical idea, a way to accelerate the process of moving from below the line to above the line and become magnetic. Here’s the story of a leader who unexpectedly made a huge shift in her leadership, creating great benefit for

individuals and as well as her organization.

What was it like pre-Personal Responsibility?

Sophia is a senior leader at a large health care company. She was always a straight-A student. This was partly because she stayed away from, as she puts it, “classes that challenged me too much.” She would take a class only if she thought she could get an A. That attitude extended to her professional life: She would only take on assignments that she thought she would be good at. If she thought for a minute she wasn’t going to do well on something, thereby possibly risking her success (or perceived success), she would immediately look around for someone to blame. In other words, the way Sophia saw it, it was other people’s jobs to make her successful, as opposed to her job to work on herself, to ask for help when she didn’t know something or to take ownership of things even if they might not be done perfectly. Sophia thought she was striving for perfection, which she equated with excellence. But perfection and excellence are not the same thing. Being too much of a perfectionist can actually lead to mediocrity, because it’s controlling, fear-based and limiting.

Sophia had heard the saying, “Perfect is the enemy of good.” And that absolutely applied to her career. It was directly related to her taking, or not taking, Personal Responsibility. In her mind, if she had to do things perfectly, then her reality got shattered as soon as life happened and things started going a little off. Before Sophia grew, both personally and professionally, she could accept only results for herself that she thought were perfect — or more important, results she didn’t think anybody would notice. Her driving need for perfection stopped her from trying things, from raising her hand to take things on.

“I was one of those really not endearing people in the workplace, who wouldn’t volunteer to do the thing myself but would point out what was wrong with how someone else was leading it. It was much safer to sit in the peanut gallery and try to sound smart in a non-risky way. Anybody can pick apart what someone else is doing, but it takes courage to actually say, ‘I’m going to try leading this. I’m going to take on this challenge.’”

Sophia had experience and skills to offer but didn’t want to offer them in a way that gave her the responsibility for delivering, because she was secretly afraid that she couldn’t do it. Because

she was anxious about taking on challenging assignments, there was a long period of time when her learning was stunted. Learning something new means at first being consciously incompetent. You don't know what you don't know, which by nature feels vulnerable. For some leaders, it's not just about vulnerability — it's about inefficiency and impatience about not having mastery over something in a short time. Sophia knew that the only way to become competent was to practice.

It's comparable to reading up on the theory of playing guitar, and even scoring 100 percent on a test about guitar theory, but then picking up a guitar and not knowing how to play. Building skill takes practice. On your first attempts at something new, you won't have anything near mastery, and it feels uncomfortable. To be in your workplace in front of others and let yourself be vulnerable in the service of learning something is a big stretch.

The way Sophia sees it, "Pretty much the only way to build skill is to do it over and over, until it's less bad and less bad and less bad ... and then you become decent, even good at it. Leadership is the same way." To get to a place in which you're ready and willing to achieve mastery and lead through Pull, first ask yourself: "Am I

willing to be a beginner at something?”

How did things change?

About three years ago, Sophia had a crisis in her personal life. This crisis showed her how much she was, to her surprise, not in control of other people or the circumstances of her life. She started doing some personal work around that and realized that all of her dreams of doing things perfectly and playing it safe were not realistic.

“I had thought that there were two categories of people: people who were perfect and people who weren’t, and I was always trying to get into the ‘people who were perfect’ category. And through this personal crisis in my life, and things that I went through, I realized that there were zero people in the ‘perfect people’ group. It’s completely empty. There really are only two groups: people who make mistakes and learn from them, and people who make mistakes and can’t admit it. I realized I was one of the latter, and that where I really wanted to go was to ‘people who make mistakes and can move on, and can learn and grow from them.’”

The irony is that Sophia wasn't focusing on this for her work life. She wasn't doing anything special at work around taking Personal Responsibility. At first she was really just attending to this unrelated issue in her personal life.

After some time, she began applying the attitude at work that it's OK to make mistakes. She realized, "If I fail, I won't die. If I get fired, I won't die." And because she was able to bring the attitude to work, she signed up to do more as a leader. Without overburdening herself, she felt ready and able — and at peace — while taking on more responsibility. Rather than getting overwhelmed, she was able to own it in a way that allowed her to give more to her work. She was able to make space for her team, too. She had a very small team (a few individuals) at the time she was going through this personal crisis.

"I think they were pretty afraid of me," she says thoughtfully; they had seen her publicly jump on people when they made mistakes. Panic mode set in if any of them thought they'd made a mistake. It was because of the high standards she held for herself — and for them, too. "Little by little, people started to trust me and realize that they do have space. It took a

good year of my repeating and repeating the new mantra of, 'It's OK, everyone makes mistakes. It's OK to try something new and ask for help,' and 'Let me know if you don't know something.' The first couple of times I said that, they probably thought, 'Who is this alien that's taken over her body?!'" Sophia says with a laugh.

What's it like now?

About a year into this new way of leading, Sophia had a project that was completely dependent on another project to be successful. The other project had some pretty major issues, among them no project manager and no funding.

"The old me would have told my team, 'That's not our problem. That's other people's problem.' Old me would have made sure we checked off all the things on our project and been completely ready to pounce and blame them when we couldn't finish because this other thing wasn't done well. But that's not what I did. What I did was look at the situation, and I thought, 'The right thing to do is to help this other program get back on track so that everyone succeeds.'"

She became willing to take this on, despite the thought

that people might think she was the reason it wasn't doing well. In the process of taking on this project, she had to deliver some very bad news to very senior leaders about what was going on with both projects. She really thought she might get fired for it. What happened instead was within a couple of months of delivering the news — and also working on the solution with other groups that were contributing to both projects — the whole area got handed to her to lead.

“So now I have both, and together they're a major program. My team grew tenfold as a result. I really, really think it all goes back to being OK with doing things imperfectly. And being OK with taking on something that wasn't going to look like an 'A grade.' Not worrying about what people would think of me — just working on it because it was the right thing for me to do. It has become very satisfying because I know I could contribute something meaningful, not something perfect.” In Sophia's leadership now, meaning trumps perfection.

“In doing that, my team has gained a lot more confidence. It's hard to fake commitment and passion. I feel really good that I've been able to share that with my team and get them excited

about what we're doing instead of fearful of something not happening.”

The things that motivate Sophia at work have a changed a lot. What fuels her now is, “Making a difference. Moving forward. Inspiring the people I work with. Helping people grow. It’s all of these things, and none of them requires perfection. That’s something I used to focus very little on. In the past, I just wanted my people not to make any mistakes and be perfect. Now I get a lot out of helping my team grow.”

Sophia used to be motivated only by the end, the outcome, the result. Now she’s just as motivated by how her team gets there, because she recognizes that her team could do everything “right” and some unforeseen thing could happen that would completely shift their focus. Knowing that helps her not be tied to the outcome.

“Although we do our footwork around what we would like the outcome to look like, we need to be open to all kinds of twists and turns and possibly landing in a different place. It’s a paradox, because it always feels like we can’t stop focusing on the ‘thing’ that has to happen; but when we do, the team builds

relationships with one another where then they can count on each other more. If they connect with me and their counterparts on a personal level, or they learn a new skill, it gives them confidence that they can then go back and practice. They have the capacity to do more the next time. Ironically, the more time I take away from focusing only on the outcome, and instead focus on being in a positive space of Personal Responsibility with myself and my team, the easier it becomes to reach the outcome, because everyone's capacity is elevated. And that's not only OK, it's leading us to excellence."

Practices for Personal Responsibility

Experiment with this Starter Practice once a day for the next two weeks and see what happens. If you're getting good results, build on your skills with the Next-Level Practice. You'll get more mileage by answering the Reflection questions, too. There are no right or wrong answers. Just pay attention and see what happens for you.

Personal Responsibility Starter Practice

Looking Out & Looking In

Every day, pay attention to when you start looking for a culprit to blame.

At the end of each day, take five minutes to answer these two questions in your leadership journal:

1. Who did I want to blame?
2. What was behind those feelings? For example: "I'm afraid I'll fail." "I have a need to be perfect." "I'm over-committed or overwhelmed." Something else?

Reflection

At the end of a week, read your leadership journal entries and look for themes and patterns. The power in this practice is in the willingness to be self-honest. What are you learning about yourself from doing this practice?

Personal Responsibility Next-Level Practice

Personal Responsibility Inventory

In your leadership journal, make four columns:

Column #1: **Resentments.** People or circumstances that make me feel put upon. Example: I resent my boss for expecting me to take on more work.

Column #2: **Reasons.** The feeling or reason behind each resentment. Example: I'm tired. I'm overcommitted. I'm overwhelmed. I'm afraid. (Hint: It's often one of these four.)

Column #3: **Responses.** Can I find a bit of kindness or acceptance for myself for feeling this way? Yes, no, maybe?

Column #4: **Relief.** What small action could I take to get some relief? Think of little things to address the underlying reasons. Example: If tiredness is one of the underlying reasons, maybe just for tonight I'll go to bed a little earlier. Maybe just for this weekend, I'll get a massage.

Once you finish your chart, look for patterns. Often there will be a couple of themes that rise above the others. Look for those themes, and then take baby steps to address your top areas, one at a time.

Reflection

How can you create new habits of self-care that address your underlying feelings? What support do you need to increase your self-care?

Writing a Personal Responsibility Inventory is a challenging practice. It's helpful to do this chart with a trusted advisor or leadership coach who can guide you with kindness, pacing and, most important, an ability to give you a balanced view. Many leaders tend to be hard on themselves and push to do more and better. Being gentle with yourself is ultimately much more productive.

CONCLUSION

Pull Leadership is a process of positive influencing that starts with a shift in consciousness inside a leader and results in success in the world. Leaders with Pull influence in a way that's expansive and uplifting, a way that goes beyond seeing current circumstances, events and a limited view of reality. By paying attention only to the current conditions and responding to those conditions with a particular set of thoughts and emotions —

fear, anxiety, scarcity and defensiveness — leaders with a lower frequency continue to create more of the same. This is leading through push.

Leading through push is a kind of stagnation, driven by reactivity, scarcity, competition and scapegoating. Leading through Pull allows leaders to discover hidden gems, tools and opportunities that may not be seen on first view. It provides leaders a cutting-edge approach to seeing what's actually possible rather than what they, or others, may think is probable. It's about leading from a vision of great potential and opportunity. Pull Leaders think beyond the present to a greater vision and allow a new and better future to manifest itself.

The start of moving toward Pull can be as simple as a shift in language. Using the self-assessment for above the line/below the line can assist leaders in determining where they really are and where they might want to go. By using the four areas of focus (CHIPs), leaders can orient themselves, over time, more actively and consistently past the line in the sand to a place above the line. As they begin to shift their vibrational point of attraction to a higher frequency, they begin to attract a new set of experiences, results and opportunities for themselves and their teams.

When I led through push, as on Mt. Rainier, I was leading

from an unaware place that was mediocre and uninspiring. I was operating by habit, rather than with a clear intention and a vision of excellence. This does not mean that I had to be perfect and excellent all the time, just more oriented in that direction. What I found over time, through working with clients and on myself, is that these four areas yielded the best results, especially when practiced in parallel and used in conjunction with one another.

The stories generously shared by these senior executives are evidence of what's possible for any leader who wants to transform him or herself. The successes that clients experience aren't so much validating as they are exciting. Seeing them use this approach as a springboard for activating their leadership potential is both humbling and thrilling. I am fully aware that this process of evolution is much greater than us all.

PULL LEADERSHIP STRATEGY SESSION

Thank you for taking the time to read *Pull: The Power of Magnetic Leadership*. If the ideas in this book resonate with you, and you want to create a culture of Pull Leadership in your organization, I invite you to schedule a Pull Leadership Strategy Session with me. In this one-hour consultation you will reflect on where you are today as a Pull Leader and create an initial strategy for moving yourself and your leadership team to the next level.

The leaders of tomorrow won't be single gurus who lead the charge solo, but will be part of a diverse group of talented individuals who inspire top performance throughout their organizations. If you're looking for support as you move into the future please contact me at sr@shoshanarosenfeld.com or go to shoshanarosenfeld.com.

APPENDIX 1

Pull Leadership Practices and Reflection Questions

CENTER

Find Your Feet

For 60 seconds put 100 percent of your attention on your feet. Keep your eyes open. Focus on the actual sensations you feel in your feet like vibration, warmth, coolness or heaviness. See if you can feel the sensations for the full 60 seconds and allow yourself to become Centered.

Reflection

What happens as you do this practice over time? In what situations does it help you? How might you remember to do it? I once coached an executive who put a pebble in his shoe until finding his feet became a new habit! What are you learning about yourself from doing this practice?

3 & 5 Breathing

Breathe in for a count of three, then exhale for a count of five. Repeat five times. Keep your eyes open. When you consciously exhale longer than you inhale, you activate your relaxation response and become more centered.

Reflection

What happens when you try it? By yourself? In meetings? Walking down the hallway? In traffic?

Pause for Poise

Choose one meeting a day to do this practice. Start by Centering using “Find Your Feet” or “3 & 5 Breathing” (above). When others are speaking notice how your mind starts planning what you’re going to say next. Bring your attention back to the present. When you speak, speak authentically from Center, without rehearsing.

Reflection

What happens when you do this practice? What’s easy about it? What’s challenging? What are you learning about yourself?

HUMILITY

Appreciation List

Start a leadership journal. Every day, write a list of five things you appreciate about your work, your team and/or life. Keep it simple. Keep it real. Keep it fresh every day.

Reflection

As you write your list, where do you sense the feeling of appreciation in your body? In your head? Chest? Belly? What sensations do you notice — openness, relaxation, etc.? What are you learning about yourself from doing this practice?

This practice was inspired by Dr. Michael Bernard Beckwith.

I Don't Know

Say these three simple phrases silently to yourself once a day, to build appreciation, expand your world view, and practice being curious and teachable.

1. *"Today I appreciate _____."*
2. *"Today I'm open for something new and positive to emerge."*
3. *"Today I don't know what that will be or how it will happen, and I'm OK with that."*

Reflection

What happens in your mind, heart and body when you say these phrases? How does this practice help you let go of control? What are you learning about yourself from doing this?

Curious Inquiry

Choose one meeting a day to do this practice. Listen closely to others, without interrupting. When there is a natural pause, ask one open-ended question. Listen closely to the answer with curiosity and caring. Listen only, no dialogue or feedback. Repeat three times. (Open-ended questions can't be answered with "yes" or "no" like, "What does that mean to you?" "How do you feel about it?" "What's most important to you now?")

Reflection

What is your experience as you practice curious inquiry? What do you notice in others? In what types of conversations do you think it would be helpful for you as a leader to practice curious inquiry? What are you learning about yourself?

INTENTION

Above or Below the Line?

Pick one conversation a day. During the conversation, pay attention to your language and notice whether you're above or below the line. Fill in the simple chart on page 47 once a day to graph where you are for a week.

Reflection

At the end of a week, what themes or patterns do you notice? What are you learning about yourself? Don't judge, just notice. This is a chance to see if you're above or below the line. Increase your self-awareness, and you'll increase your choices.

Setting Intentions

Check out the graph you made from the week of observing yourself. What percentage of the time were you above the line? Are there situations where you tend to go below?

Once a day, choose a conversation and set an intention to stay above the line. Start with easy wins and challenge yourself with tougher situations over time. When you find yourself going below the line, practice silently setting your intention again.

Reflection

What's it like for you to consciously practice setting intentions? How does building your muscle of intentionality make you a stronger leader? What do you notice about your impact on others when you're above vs. below the line? What actions do you want to take as a result of doing this practice?

APPENDIX 2

Tweet-size Pull Leadership Practices

CENTER

Find Your Feet

For 60 seconds focus 100 percent on your feet. Feel the sensations like heat, heaviness or vibration to Center yourself. @ShoshanaLive

3 & 5 Breathing

Breathe in for a count of 3, then exhale for a count of 5. Repeat five times to Center yourself. @ShoshanaLive

Pause for Poise

Notice how your mind plans ahead what you will say. Pause & be present. Speak authentically without rehearsing. @ShoshanaLive

HUMILITY

Appreciation List

Every day, write 5 things you appreciate about your work or team. Keep it simple. Keep it real. Keep it fresh. @ShoshanaLive

I Don't Know

Say silently "Today, I appreciate..." "I'm open to something new." "I don't know how it will show up and that's OK." @ShoshanaLive

This practice was inspired by Dr. Michael Bernard Beckwith.

Curious Inquiry

Ask 1 open-ended question. Listen to the answer with curiosity & care. No dialogue or feedback. Repeat 3 times. @ShoshanaLive

INTENTION

Above or Below the Line?

Pick one conversation a day & pay attention to whether you're above or below the line. @ShoshanaLive

Setting Intentions

Set an intention to stay above the line in 1 conversation a day. When you go below the line, reset your intention. @ShoshanaLive

PERSONAL RESPONSIBILITY

Looking Out & Looking In

When you look for a culprit to blame, ask yourself, "What's behind that for me? Am I worried, tired, overwhelmed?" @ShoshanaLive

Personal Responsibility Inventory

Write out 4 columns: Resentments, Reasons, Responses, Relief.
What self-care can you do today to bring more relief?
@ShoshanaLive

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ABOUT THE AUTHOR

Shoshana Rosenfeld is President of The Rosenfeld Group, a management consulting firm specializing in executive coaching, leadership team development and business visioning. Shoshana received a Bachelor of Science from Northeastern University, Boston and earned her Master's in Public Health with honors from Boston University. In addition, she received a Professional Coaching Certification from New Ventures West, where she has also served as an adjunct faculty member. For over two decades Shoshana consulted on numerous leadership development projects. These include educating law firms and HMOs on cultural competency in the workplace and working as a multimedia producer for a company that created web-based learning programs centered on licensed content from leadership experts Peter Senge, Ken Blanchard and Tom Peters. She has worked with executives and intact leadership teams from a wide variety of companies including Gap Inc., eBay, Cisco, Johnson & Johnson, Peet's Coffee & Tea and Pankow, among others.

**Pull Leaders are potent, positive influencers
because they operate above the line – thinking and
speaking in the language of purpose and possibility
and translating that language into tangible results.**

Pull: The Power of Magnetic Leadership presents a methodology that allows leaders to become more aware of how they can use their consciousness to discover and develop their genuine leadership potential.

Consulting with executives and their teams for over a decade, Shoshana Rosenfeld articulates key principles and practices that leaders in high-demand work environments can use to transform unconscious habits that are based on the brain's biological response to stress.

This book shows executives and their leadership teams how to:

- Inspire greater engagement, success and satisfaction
- Identify when they are choosing push vs. Pull Leadership and lead from above the line
- Learn from stories of senior leaders who have produced extraordinary results
- Embody the qualities of a Pull Leader: Center, Humility, Intention and Personal Responsibility (CHIPs)
- Engage in daily practices to create the habits of a magnetic leader.



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