



ACTIVATION WORKBOOK

Use this workbook as a sidekick to your book as you go through the 'make the shift' activities.

AUTHENTIC LEADERSHIP

EMBRACING YOUR
ARCHETYPAL GIFTS

angiemccourt.com

ANGIE MCCOURT

Desperate for Empathy
Apathy Persists



How to find authentic empathy:

Cultivate curiosity about others.

Discover commonalities.

Avoid complaining and reacting.

Live in another's shoes. What are they going through, dealing with?

Listen deeply and show vulnerability.

Take a deep breath and empathize with your adversary.

Stay balanced between empathy and authenticity.

Notes:

Blank space for notes.



Lack of Presence
Distraction + Disengaged



Create a discipline to be fully present (in and out of the office)

Slow down your thoughts. Allow thoughts to float by without grabbing them.

Tap into your senses: Listen, See, Smell, Taste, Feel. Close your eyes and run through your senses.

Listen deeply including your heart, gut, and mind. Observe non-verbal cues.

Connect your mind, body, heart, wisdom into your attention and intention for showing up.

What are other ways you can be more present?

Blank space for writing responses to the question: What are other ways you can be more present?



Dang Assumptions

False Expectations + Unclear Communication

How to break through assumptions:

Listen instead of defending.

Ask questions. Get curious. Seek truth. Get clarity.

Identify stories we are telling ourselves. Label them as 'story in progress' which helps the brain to keep it evolving and not fact.

Extend trust by assuming your colleagues are doing their best.

Stop and think about all the stakeholders involved. Don't assume a group does not need to be included in a change.

Double click on pain point assumptions. Go deeper instead of using anecdotes when portraying pain points within an organization or for a customer. This will instead build a stronger message or story.

Notes:

Blank area for notes.

Command and Control is Outdated

Micromanagement + Lack of Trust



Let's assess where you are at. Answer the following with an honest yes or no.

Yes

No

You tend to put your guard up with team members and peers until they prove to be trusted.

You tend to send multiple emails a day asking for updates from your team.

You immediately go into fire drill mode with your team when something goes wrong.

You attend calls or meetings that could easily be managed by your team members.

You tend to dictate how work gets done.

If you answered Yes to even 2 of these questions you have some room for releasing command and control, setting up new structures and extending trust to your team and peers!

False Celebrity Status

Approval Seeking + Bottoms Up



Step into your worth and let go of needing validation from other people.

1. Become aware of what behaviors make you feel good about yourself, regardless of how other people react.
2. Reflect on and pay attention to choices you've made, things you like about yourself or times you've stayed true to yourself.
3. Before asking for someone else to 'review' your work or idea to feel like you can move forward, ask yourself if you truly believe in the value you brought to it and if you really need someone else's approval.
4. Do a check in when you take on a new commitment as to whether it's right for you or you want to gain approval or avoid disapproval.
5. Take your time before saying yes to a new task, project, or commitment.
6. Look at where you are spending your time (calendar). Have a real talk with yourself. What's necessary and important, and what's being driven by people-pleasing? Decide what to drop.

Notes:



Not Feeling Valued
Disempowerment + Shame & Blame

Turn around how you make people feel valued and how you yourself feel valued.

Provide clarity on team objectives and how each role contributes to the bigger picture/company objectives.

Starts with self-awareness - are you blaming and making excuses?

Starts with yourself and explain how you personally are going to take ownership, being as specific as possible with your technique and actions.

Practice compassion in your leadership style. This is a great way to overcome shame and blame (and excusing). Ask someone how they feel about how a recent failure was perceived. Listen. Acknowledge.

Notes:

Hierarchical Mindset Breakdown
Lack of Accountability + Disrespect



Make the Shift #1 - Break through the hierarchical mindset.

1. Think of a current situation where a decision or problem can be solved by someone you know on your peer's team. How quickly would going directly to that person solve the problem? What will their leader (your peer) think about you engaging their team member directly? Does it matter? Could you use this as an opportunity to reset expectations to streamline and remove gatekeepers? Have the conversations, model the behavior you wish to see and speak about the successes your team have made working directly with their own peers in other groups.

2. Have an open conversation with a peer or team member about how they will handle a situation or make a decision. Empower AND enable them with increased confidence, practice conversations and walking through how their decisions could play out. Support them. Don't do it for them.

3. Practice co-creation and work with other leaders to establish how each define accountability and how it can be instilled by each of you and in the culture.

4. Make the decision. You are very capable of making the decision and informing your boss that you did instead of needing them to make the decision or validate you. Try it with something on your plate today.

Hierarchical Mindset Breakdown
Lack of Accountability + Disrespect



Make the Shift #2 - Try this in preparation for a conversation:

- set intention/outcome for why the conversation is happening
- decide if what you have to say will hurt or benefit the other person (how can this prep allow you to shift the way you might say it)
- ask yourself a few 'I wonder' questions before the conversation or meeting to prime your curiosity.

During the conversation:

- communicate with transparency, come across with no hidden agendas
- speak in we, us, ours instead of I, me, mine language
- practice deep listening
- go into curiosity mode
- what is he/she thinking and feeling about the situation?
- use 'I wonder.....' vs. knowing the answer
- allow space and silence for others to jump in
- focus on intentionally seeing the best in the other person.
Keep it human.

Fear of Failure Impacts
Perfectionism + Hesitancy



Make the Shift #1 - Break through perfectionism

In what ways does perfectionism show up in your work?

What additional pressures do you put on yourself or others to meet your own expectations?

When did the story “I’m a failure” first show up in your life? Think way back. Where in your body did you feel this sense of being a failure? Name it (what feeling was it?).

What structures and systems can you add that provide for more order, timeliness, better communication of what is happening and to do less work of a higher quality?

CHAPTER 8

Make the Shift

Fear of Failure Impacts
Perfectionism + Hesitancy



Make the Shift #2 - Identify how hesitancy shows up in your work/life.

Think of a specific area in your work where you hesitate.

Does this area include decision making or taking action?

What is your biggest fear of failing in this area of your work?

When did this fear come true in the past or whom did you see this happen to?

If you made a decision and it was wrong what is the worst thing that could happen to you?

Pick an area that you could reduce hesitancy in action or decisions and give yourself a deadline to do so.

Self-Imposed Decision Fatigue
Missing Strategies + Lack of Delegation



Make the Shift #1 - Implementing decision strategies that reduce fatigue.

Think about a decision you need to make now and are struggling with it.

How will you make the decision?

What factors will make the most difference to you?

What do you need to know to make a great decision?

What would a great decision look like?

How do you usually make decisions?

What other decision strategies could you use from above? Which methods do you want to try?

Self-Imposed Decision Fatigue
Missing Strategies + Lack of Delegation



Make the Shift #2 - Delegate with confidence and trust.

Evaluate your team members for not only current abilities and experience, but potential.

Identify those on your team who are ready for more responsibility, have capacity or desire advancement.

Map out what you are currently doing day to day, strategically and with other organizations.

Who on your team can take on some of the areas of responsibility you currently have? Even if they may not be perfect at first. Remember, not just tasks, but that they will gain benefit from as well.

Shifting down. Now determine what on their plate can be done by someone else on the team to give them capacity to expand with the areas you have identified for them to take on.

Self-Preservation Behaviors
Expert Status + Territory Projection



Make the Shift #1 - Release the need to know the answers!

Build trust with teammates that it's okay if they know the answers.

Identify fears causing this self-preservation behavior.

Learn something new, but don't share it with anyone for at least a month.

Share information that is needed for others to make decisions and changes. Don't hoard it.

Hold yourself back from being the first to answer a question that comes up in a meeting. (This is hard!)

Ask questions out of legitimate need to understand not as a way to show what you know.

Create a succession plan that gives you perspective to develop your successor when you are ready to move on. (Break through false ego here)

Ask 'What If' questions from a place of genuine curiosity. (practice here)

Self-Preservation Behaviors
Expert Status + Territory Projection



Make the Shift #2 - Release the need to protect your territory!

Build trust with peers that the focus is on win wins.

Identify fears causing this self-preservation behavior.

Identify toxicity in the environment, what is driving it and address it.

Be open and listen deeply to proposals for change before forming an opinion.

Give and take if win wins aren't always available. Be aware of how much you are taking.

Push yourself to your growth edge when it's time for expansion and change. 'What if?'

Judgment of Expression

The Mini Me Trap + You're Not Like Me



Make the Shift #1 - Part 1: Identify any fears around how you show up with building your team.

Are you afraid of someone being smarter than you?

Are you afraid that someone could replace you?

Are you afraid that team members won't like you?

Do you like consistency and containment so your team can 'look good and be good'?

Now take each answer above and look for the deeper truth.

Why did you become a leader to begin with?

When did these fears or expectations form and who may have influenced them?

When you step into your power center what do you bring to the table and how does that empower and inspire your team?

What is missing when you are not there?

Make the Shift

Judgment of Expression

The Mini Me Trap + You're Not Like Me



Make the Shift #1 - Part 2: Determine what skills and capacities you need on your team that are missing today.

Do you need more discussion and debate vs. agreement?

What gaps in skills do you have that your team could fill?

What skills will take the team into the future that are missing or weak today?

What type of person could push you and your team out of their comfort zone - challenging status quo?

Are there relationships with other teams that someone on your team could enhance?

Judgment of Expression

The Mini Me Trap + You're Not Like Me



Make the Shift #2 - Identify judgments of expression that you have and work through them.

Pick someone on your team (or past team) where you felt they were a little too different than you.

What was it about their looks, dress, behavior, and speech that created a judgment for you.

Based on that answer why is that so important to you? Did this happen to you in the past?

If you were to look at their abilities and skills alone does your opinion of them change?

How can you release judgment of them for their personal expression and allow space for them to grow?

CREATING AND HOLDING SPACE

Integrate Your Gifts

AUTHENTIC LEADERSHIP
EMBRACING YOUR ARCHETYPAL GIFTS



Guidelines to creating and holding safe space, learning and growth containers:

Be clear on your intention for the interaction

Holding 1:1's to discuss business, development plans, or to solve problems need to be set with a specific intention to be effective. Why are we here?

Each member must be present

Set dedicated time strategically to establish a growth container where all parties can be fully present. I would also say here show up authentically.

Focus on shared purpose

This is the 'why' the team, company exist and how each person can add value to the overall.

Build a climate of trust + encouragement

Being accountable, keeping commitments, meeting key performance indicators and being consistent go a long way to build trust.

Desire for each person's success

Understand the aspirations and goals of each team member and see how it can be aligned to the department's/team's needs.

Courageous space for dialogue and growth

It is through open dialogue that the growth container comes alive. Listen to your colleague, unearth assumptions and let issues surface without judgment.

No room for ego or limiting beliefs

Supporting growth means we need to be willing to let go of our egos. Growth is possible when we challenge our thoughts and beliefs on what is possible.

Creating a safe space to discuss someone's growth opportunities or to collaborate in a group is key to getting to the desired outcome.

STEPHEN'S TIPS ON CONNECTION



Integrate Your Gifts

AUTHENTIC LEADERSHIP
EMBRACING YOUR ARCHETYPAL GIFTS



Here are some rules for building rewarding friendships and partnerships:

1. Be real. To build relationships that can help you through life you have to share your actual life, not the Instagram version of it. Put yourself out there.
2. Be genuine. Don't incessantly talk about yourself, instead really listen, and really and truly care.
3. Find common interests. If you're a married parent, connect with other married parents. It's a great way to start quality conversations and seek wisdom for shared struggles.
4. Meet weekly. Treat it like a calendar appointment. (You don't miss any of those, do you?)
5. Offer support. If your friend champions an important cause, it should be your important cause too. If they run a business, you should understand and support it where possible.

Action steps to take this week:

ARCHETYPAL GIFTS EXPLAINED



Discover Your Gifts

Authentic
LEADERSHIP
EMBRACING YOUR
ARCHETYPAL GIFTS



A guide to discovering your gifts

Nurturer—Do you deeply care about others? Do you intentionally help them overcome problems or expand their talents and skills? Do you want to ensure others feel valued and acknowledged? Do you easily show empathy in conversations with others? Do you see the potential in others and work to help them develop and grow?

Visionary—Do you easily tap into new ideas and are able to share them in a way that others connect to? Do you look for ways to bring visions to life? Do you see the full picture of how an idea or vision can be utilized within the system/structure as well as outside of the system/structure? Are you willing to put yourself out there without fear of being rejected? Do you find others are drawn to your ideas and want to help?

Igniter—Do you move forward with getting something started sometimes without "permission"? Do you tend to proactively dive into challenges and opportunities versus waiting to be assigned? Do you see the impacts three steps ahead and use that guidance to gain support? Are you a problem seeker versus just a problem solver? Do you inspire others to take initiative?

Advocate—Do you tend to create connection and alignment through your words and actions? Do you look for and remove barriers holding others back from achieving their goals? Do you care about and connect with the dreams and desires of others? Do you protect others who may not be able to protect themselves? Do you bring a sense of safety to others? Do you show your own vulnerability to establish trust?

ARCHETYPAL GIFTS EXPLAINED

Discover Your Gifts



A guide to discovering your gifts

Multiplier—What is it you see in others when you engage and observe their work? Is it their potential? Do you see what they themselves may not see yet in their capabilities, skills and capacities? Do others come to you for guidance? Do you invest in other's growth and development? Do you inspire others to step up and give more?

Clarifier—are you clear in what you want, need and in how you communicate? Do you break through assumptions to ensure direction and messages are factual? Do you set direction in simple ways? Do you help clear clutter of competing priorities? Do you seek out misalignment in order to fix it? Do you set clear expectations and ask for clarification of other's expectations? Are you transparent about why decisions are made?

Connector—Do you offer clear connection to the big picture for others? Do you simplify change in a practical way? Do you help others find their value in that big picture? Do you offer support and resources to others? Do you meet others where they are and seek out disconnects? Do you articulate the 'why' often? Do you find meaning and help others connect to it?

Enabler—Do solutions come easily to you? Do you look for ways to help others fulfill their empowerment? Do you proactively remove barriers and obstacles so others can move forward? Do you seek out others to collaborate on ideas and solutions? Do you help others connect with their own ability to solve problems and come up with new ideas? Do others tend to get on board with your direction? Do others feel their own expansion when around you?

ARCHETYPAL GIFTS EXPLAINED

Discover Your Gifts



A guide to discovering your gifts

Champion —Do you seek to understand the impact to people and not just the goal achievement impact to the organization or company? Do you help others navigate obstacles? Do you sponsor others behind the scenes? Do you see others as their best self and support them to being that always? How well do you listen to the dynamics of teams and individuals? Are you able to read between the lines (listening with mind, heart and gut?). Do you ask the questions to understand the people side of change? Do you set up feedback loops to ensure you have a pulse on what is really going on with teams?

Collaborator—Do you approach outcomes with an inclusive approach and without a back pocket agenda? Do you intentionally create safe space for inclusion, growth and learning? Do you inspire generative feedback especially if it's constructive? Do you support idea expansion and accountable actions? Do you view yourself as a co-creator versus an individual creator?

Reinforcer—Do you seek out feedback? Do you find more learnings in reviewing failures and successes instead of just moving on? Do you approach the evaluation without ego and rather in search of how to improve? Are you deeply connected to your team, customers and stakeholders? Do you approach situations from a place of curiosity versus knowing the answers? Do you enjoy experimenting? Are you willing to adjust plans?

QUIZ RESULTS



Your Gifts
Primary, Secondary + Supporting Gifts



Take the quiz: www.angiemccourt.com/loveyourgifts2
What did your Primary and Secondary Gifts come back as?
What else resonates with you from the previous pages?

Primary Gift - how do you feel about this?

Secondary Gift - how do you feel about this?

Supporting Gift

Supporting Gift

Your Gifts *Primary, Secondary + Supporting Gifts*



How to work your challenges:

- Find equanimity to start. Equanimity as defined by the Oxford English Dictionary as: (noun) mental calmness, composure, and evenness of temper, especially in a difficult situation.
- Take a step back. Pause. Quiet your mind.
- Check in with your intentions. Are they still aligned to passion, core values, and the "why" this gift is needed?
- Let go of ego attachment to outcomes. These are probably showing up as control, perfection, and being right. Tell yourself you don't need to be right, and show compassion for what your elevated gift is working to do.
- Ask yourself from a place of intuitive embodiment, is this the right place and time to share my elevated gift? Is this the most effective way I want to show up with my elevated gift at this time?

What challenges are coming up for you and why do you think this is? How can you shift?



Your Gifts *Primary, Secondary + Supporting Gifts*



Pick someone to support. Then another and another. Lead by example.

- Identify someone you have regular visibility of or access to whom you see with blooming authentic leadership gifts.
- Show public support (start in small settings and then bigger ones) for their courage and creative inputs. Back them up.
- Give guidance behind the scenes if you see they need just a little nudge or may be struggling with a challenge.
- Ask for support for yourself if you feel you need someone's guidance.
- Lead by example and let your authentic leadership gifts shine. Talk about them. Talk about your process for embracing your gift(s).

Who will you 'sponsor' and what is your game plan?

Who would you like to sponsor you and what is your game plan?

THE AUTHOR OF
LOVE YOUR GIFTS



ANGIE MCCOURT

Author, Transformational Facilitator, Course + App
Curator, Podcast host

Angie McCourt is an Author, Host of Shifting Inside Out Podcast and Founder of Authentic Me Revolution. She has worked to evolve her leadership style navigating a 27-year career as a successful business leader. Her work as a coach and facilitator has allowed her to identify how leaders can meet their teams where they are and unlock the skills and capacities needed to lead authentically.

THANK YOU!

I hope you have enjoyed your journey and you found many great transformations along the way.

I can't wait to see you using your gifts in leading others and initiatives.

Be sure to join the Facebook group to share your successes.

If you have not reviewed the book yet I would greatly appreciate your review!

If you would like to share feedback please find me on LinkedIn (@AngiebeltzMccourt) and Instagram (@Love_Your_Gifts or @Angie_McCourt)

Check out my website to access my Online courses, Coaching Services and Shifting Inside Out Podcast to go even deeper or download the app for free

Best.Self.Activation.

ANGIEMCCOURT.COM

Copyright © 2022 Angie McCourt

All rights reserved. The author intends for this to be for personal use as a guide. No part of this workbook may be reproduced, distributed or used in any manner without prior written permission of the copyright owner