

Heart & **BACKBONE**

What's your balance? Take a Heart & Backbone Assessment
tiny.cc/my-results



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1

Leadership is
action,
not position.

2

Leadership

Only 13% of global workforce engaged, and 24% actively disengaged.
Harvard Business Review

63% of employees would forgo a pay raise to see their boss fired.
Forbes

77% of leaders think they engage and motivate people, 82% of their people disagree.
McKinsey

\$4.6 billion spent globally each year on leadership training

SM1

3



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Slide 3

SM1

Sandra McDowell, 2019-03-23



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How balanced is your leadership?

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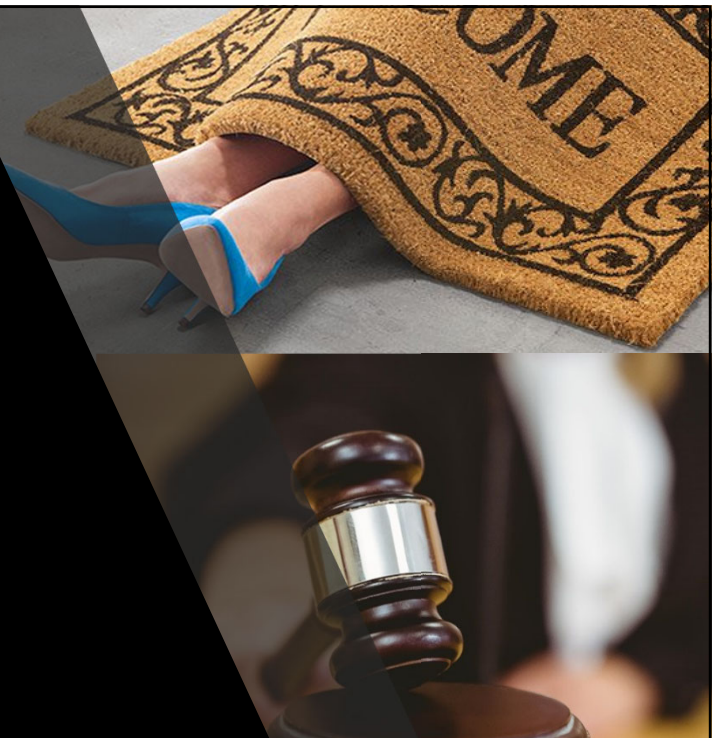


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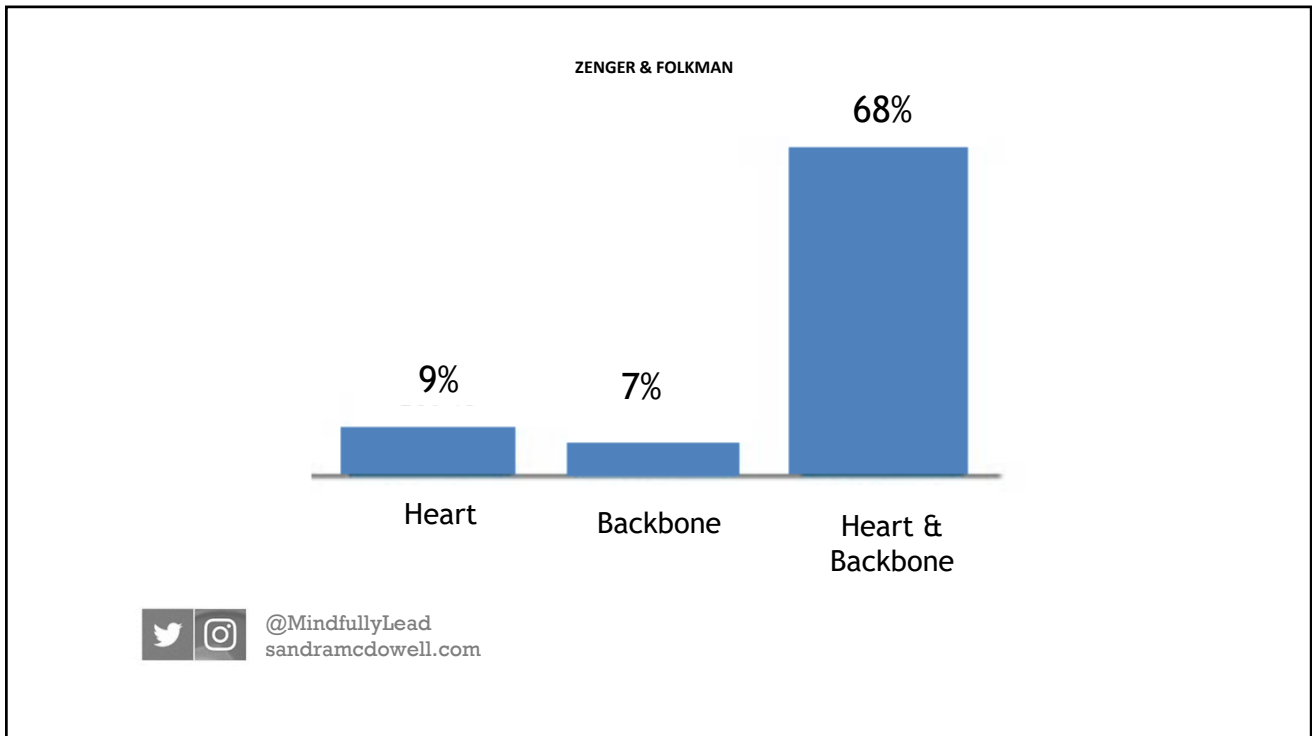


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**A strength
overplayed
is a weakness.**



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Heart

1. **TRIBAL** by nature
2. **EMPATHY** fuels connection
3. **TRUST** enables teamwork

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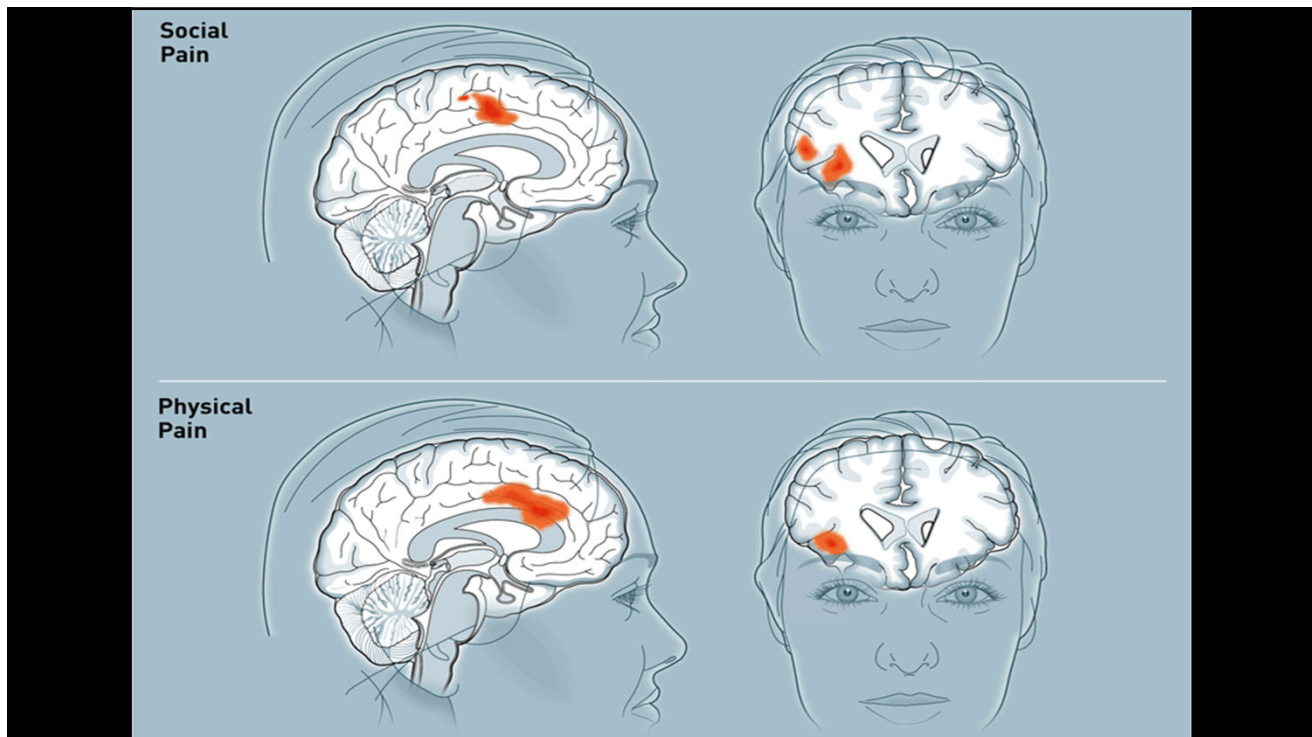
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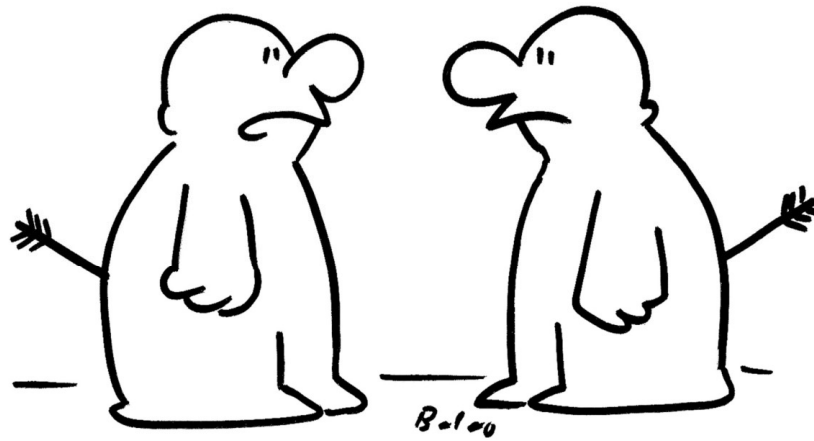


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"I know exactly how you feel."

19

me too

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culture.

Culture is defined by the **worst** behaviour a leader will tolerate.

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trust.

Leaders must either invest a reasonable amount of time attending to fears and feelings or spend an unreasonable amount of time dealing with problematic behaviours.

Brene Brown

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A portrait of a woman with dark, curly hair and black-rimmed glasses, wearing a light blue shirt and a grey blazer. She is looking directly at the camera with a neutral expression.

BACKBONE

1. **ACCOUNTABILITY** drives results
2. **COURAGE** is essential
3. **CANDOUR** fosters growth

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accountability.

Engagement without accountability
creates entitlement.

Cy Wakemen

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Turn Down Volume
Low Accountability



Turn Up Volume
High Accountability



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2. COURAGE
is essential



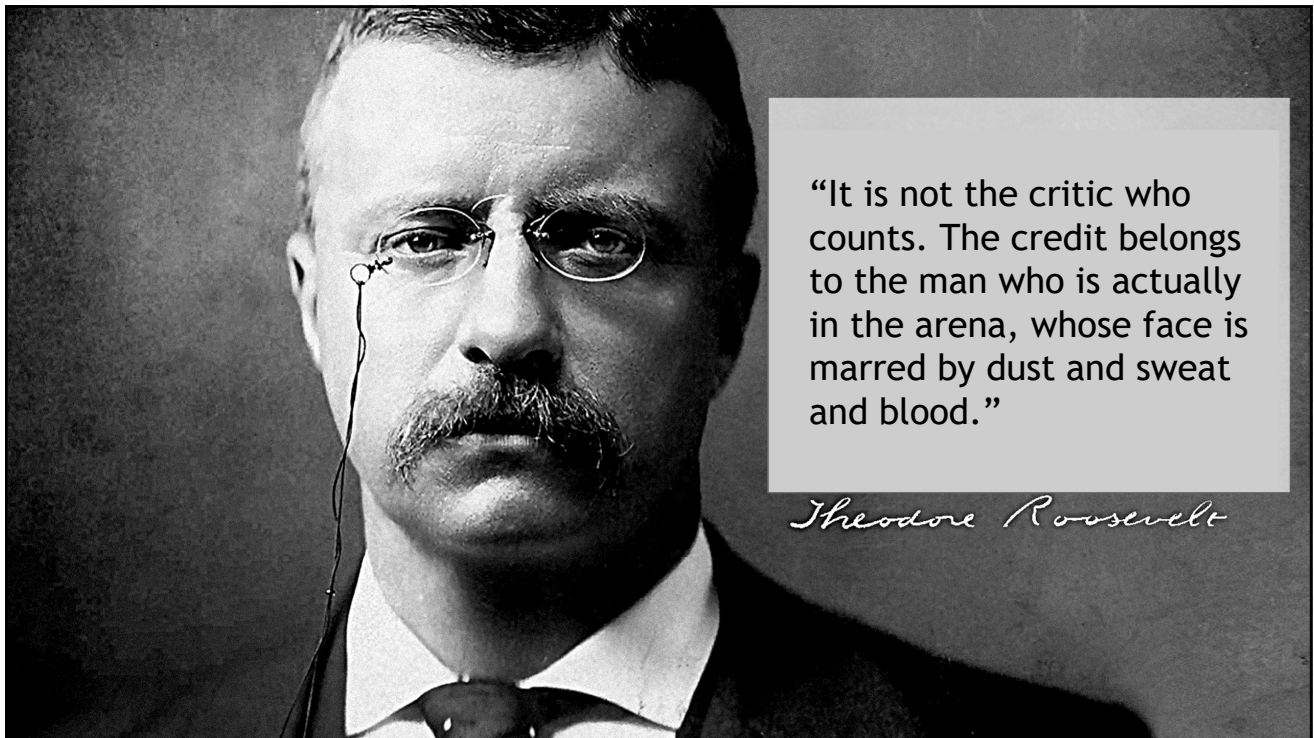
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courage.

The word 'courage' comes from the Latin root, '**Cor**', which means **heart**.

Courage is telling your story from the **heart**.

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boundaries.

You get what you tolerate.

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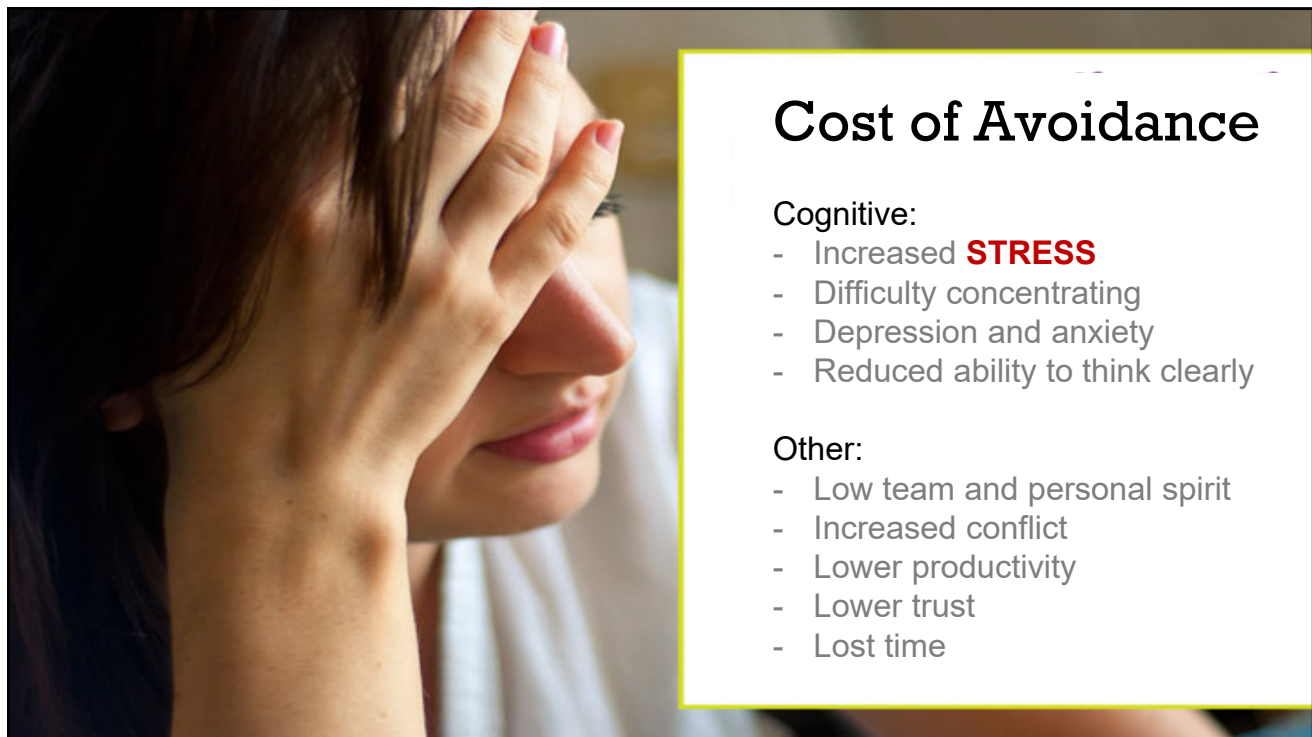


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People Avoid Conflict + Struggle to Have Difficult Conversations = **Stress
Low Productivity
Conflict**

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Cost of Avoidance

Cognitive:

- Increased **STRESS**
- Difficulty concentrating
- Depression and anxiety
- Reduced ability to think clearly

Other:

- Low team and personal spirit
- Increased conflict
- Lower productivity
- Lower trust
- Lost time

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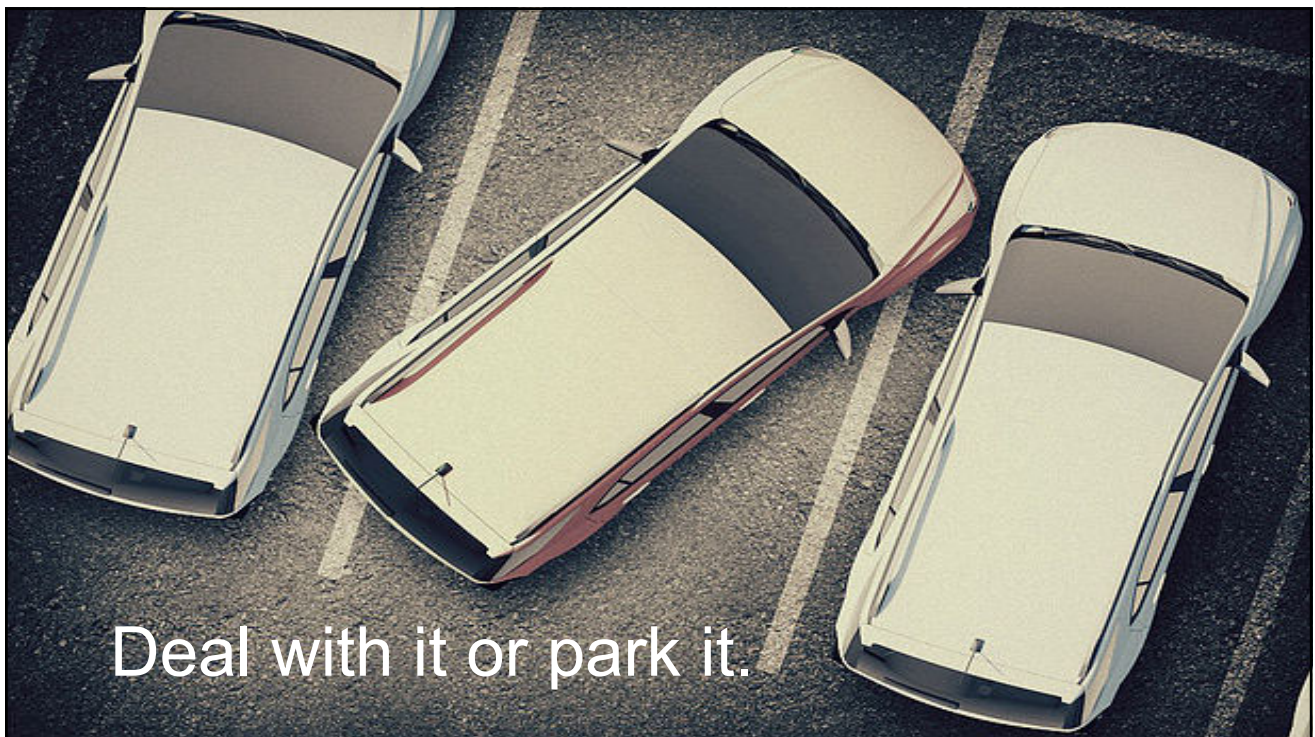
clarity.

Most of us avoid clarity because we tell ourselves that we're being kind when what we're actually doing is being unkind and unfair.

Clear is kind. Unclear is unkind.

Brene Brown

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deal with it



request or requirement

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Deal with it.

1. observation
2. impact
3. request or requirement
4. explore

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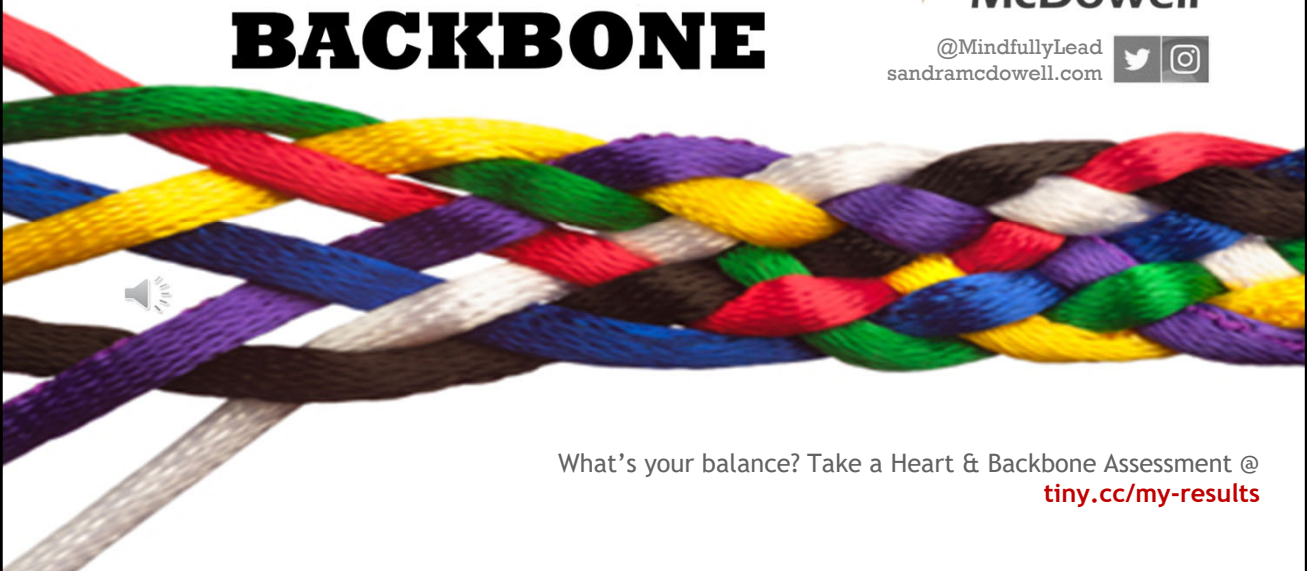
connection.

We are hard wired for connection.

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 *Sandra*
McDowell

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