



## Leadership IS NOT JUST in your head



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Before I begin, I would like to thank Jeffrey Besson, Libby Robinson, and the ILA board for inviting me to speak with you today. After hearing about my approach, they asked me to make a somewhat unusual kind of presentation – one that combines thought and feeling with muscle. I call it, *Leadership is not just in your head*.

Over these past few days, we have been blessed to participate in discussions that have - hopefully - stretched our views as what it means to be an excellent leader.

My personal and professional interest lies in taking our beautiful and powerful words about leadership and as the 17<sup>th</sup> Century Japanese sword master, Miyamoto Musashi, author of *A Book of Five Rings*, suggested, absorb them into our bodies so we can realize the principle within our own heart-and-mind.

In other words, how can we take what we've learned and truly make it our own.

The theme I would like to present is -- What if the skills and perceptions associated with leadership were an affair of all of you - not just your head. And because this is an international conference, I will expand upon my points with quotes from around the world.

Let's begin with a listing of a few of the qualities associated with good leaders.

Good leaders are known for being **positive**, **inspiring**, and **taking risks**.

Good leaders are known for being **decisive**, **bottom-line**, and for having **integrity**.

Good leaders are known for being **adaptable**, **values-driven**, and for exercising **emotional intelligence**.

Good leaders are known for **thinking outside the box**, for being **visionary**, and for being **systems-thinkers**.

BUT WHAT IS LEADERSHIP?

It's well known **but not fully appreciated** that there is no single, universally accepted definition of good leadership. Instead, there are a multitude of definitions that differ according to the company, project, or temperament of the people involved.

What if this confusion is natural because leadership is really a systems function – not a special skill? If this is so, then any attempt to create a single definition runs into the Language Boundary, that is, the essence of “system” **cannot be put into a box of words**.

This is why every definition really tells us more about the company, project, or temperament of the people involved than it does about leadership.

WHAT WE DO KNOW ... **Leaders Act.**

Throughout the talk, I will use the words of leaders in many fields to make many of the points.

According to the British statesman, Benjamin Disraeli,

*“Action may not always bring happiness;  
but there is no happiness without action.”*

The French novelist, Balzac adds an important point,

*“It is easy to sit up and take notice.  
What is difficult is getting up and taking action.”*

Taking this further, the German philosopher Goethe reminded us that

*“Thinking is easy, acting is difficult,  
and to put one's thoughts into action  
is the most difficult thing in the world.”*

This very question has driven my research. Why is it so difficult to put our thoughts into action? Said in another way, why is it so difficult to do what we say we will do?

Expressing a very important and overlooked idea about this, is Helen Keller, someone who altered our perception of the disabled and what is possible for us to do. She said ...

*The world is moved along,  
not only by the mighty shoves of its heroes,  
but also by the aggregate of the tiny pushes of each honest worker."*

And to emphasize the idea that leadership is not just in your head, the Dutch humanist, Erasmus reminded us ...

*If you keep thinking about what you want to do  
or what you hope will happen,  
you don't do it, and it won't happen.*

WHAT WE DO KNOW ... **Action x Attitude = Results**

You are a system. Everything you do involves all of you. Every action you take is entwined with the attitude with which you do it. In other words, **what** you do and **how** you do it need to be aligned.

Aligning attitude with action is like finding the best person for the job and/or developing the person to fit the job.

Gandhi advised us,

*"Always aim at complete harmony of thought and word and deed."*

We often forget that speaking is also action. Leopold Senghor, African Statesman and poet said

*"I have always taken care to put an idea or emotion behind my words.  
I have made it a habit to be suspicious of the mere music of words."*

Seldom recognized, is that perceiving and interpreting are actions too. The novelist, Anais Nin, suggested that

*We don't see things as they are. We see them as we are.*

Desmond Tutu reminds us that attitude itself is an action, albeit an internal one.

*"A person is a person because he recognizes others as persons."*

And to continue this theme, Mother Theresa suggested that

*"It is not how much we do, but how much love we put in the doing."*

WHAT WE DO KNOW IS ... **Attitude is a Statement of the Whole Person.**

Attitude is a complex affair that involves a state-of-mind, a feeling, a carriage, and a readiness to respond in a particular way. What if, each of these components is of equal importance? And, what if, each of them influences all of the others?

Most of us are familiar with the idea of attitude as state of mind or feeling. The idea that your carriage, how you hold yourself as you move through space, or your movement tendencies and dynamics, is as important could be quite radical.

Pointing to what we know by just looking, the German Philosopher, Schopenhauer, remarked,

*“A man's face as a rule says more,  
and more interesting things, than his mouth.”*

Emphasizing the importance of our emotions, the Chinese sage Mencius said,

*“Never has there been one possessed of complete sincerity  
who did not move others.”*

Speaking to the importance of the visceral dimension, the Czech poet, Rilke suggested,

*“All the soarings of my mind begin in my blood.”*

Reminding us of the simple things we know but often forget to acknowledge, Indira Gandhi, who was the prime minister of India, said,

*“You cannot shake hands with a clenched fist.”*

And finally, reminding us of the intimate relationship between action and attitude, Aristotle wrote,

*“We become just by performing just action,  
temperate by performing temperate actions,  
brave by performing brave action.”*

WHAT WE KNOW --- **Without the agreement of the organization, even the greatest visions must fail.**

This means more than getting approval from the people involved. Unless the infrastructure or bureaucracy is aligned with the vision, internal obstacles will keep arising.

Said in another way, we are talking about habit, a fundamental fact of life – a systems function that is related to homeostasis, the organism's ongoing efforts to maintain itself.

Habit seems to operate like a bureaucracy, the guardian of prior procedures.

Standing between your intention and your action are your habits. Standing between what is coming toward you and your response are your habits. Standing between what is in front of you and your experience of it are your habits.

There is no way around this; your choice lies in how you deal with it. Attempt to ignore or fight against habit and it throws obstacles in your path. As you appreciate habit and work with it, it becomes an ally.

The secret of real change as told to us by the masters is to use our actions in the present to build the "past" that the future requires.

Even though it is our vision of the future that motivates us, it is with our everyday actions that we develop the habits that will support it in its full expression.

The Chinese sage Confucius said,

*“Human being's natures are alike; it is their habits that separate them. “*

There is an old saying that fish, since they live in water, are the last ones to know about water. The American philosopher, John Dewey said,

*“The hardest thing to attend to is that which is closest to ourselves, that which is most constant and familiar. And this closest something is, ourselves, our own habits and ways of doing things.”*

The structures and actions of habit are of profound importance. They allow us to go about our business without having to pay attention to all of the little details.

Have you heard the story of the centipede who, when he tried to pay attention to his feet as he walked, lost his balance and fell?

Habit is the natural way of things, therefore it has its upside and downside.

In the words of Aristotle,

*“We are what we repeatedly do.  
Excellence, then, is not an act, but a habit.”*

About the downside, the American novelist, Virginia Woolf, reminds us,

*“Rigid, the skeleton of habit alone upholds the human frame.”*

It appears that working with habit is much more effective than fighting against it or attempting to ignore it.

One of the things we can do to strengthen our ability to work with habit is to take the time to translate our vision, goals, and desires into a language of action and procedure that our bureaucracy can understand.

The Dutch painter, van Gogh pointed to this when he said,

*"Great things are not done by impulse,  
but by a series of small things brought together."*

WHAT WE KNOW --- **No will, no way.**

But what is “the will”? We know it has something to do with making decisions and/or making things happen by the power of the mind. Before exploring an alternative view, here are a few ideas about will – its importance and power.

Will power is often connected to staying power. Speaking from her own experiences, here is what the actress, Julie Andrews, has learned,

*“Perseverance is failing nineteen times and succeeding the twentieth.”*

Asking us to question the linkage between will, power, and force, Victor Hugo, French novelist said,

*“People do not lack strength; they lack will.”*

Roberto Assagioli, the Italian Psychiatrist, suggested,

*“Will, like any other function of the personality,  
can be systematically developed and strengthened.  
If it is weak it can be trained by regular exercise  
in the same way muscles are developed by gymnastics.”*

Taking a look at will as seen from our actions in the world, the Roman statesman, Seneca said,

*“No action will be considered blameless, unless the will was so,  
for by the will the act was dictated.”*

And to remind us again of will’s importance, here is what the American poet, Emerson had to say.

*“The education of the will is the object of our existence.”*

Examining the texts and techniques concerning “the will”, a disturbing pattern appears that reflects a deeper question about the fundamental relationship between the head and the heart. The question is: Who leads?

I take the position that many of the most familiar writings about “the will” emphasize head over heart. I would like to offer some thoughts to stretch our view.

Here is something very old that comes from the Hindu classic, the Upanishads.

*"You are what your deep, driving desire is.  
As your deep, driving desire is, so is your will.  
As your will is, so is your deed.  
As your deed is, so is your destiny."*

This mirrors the primordial wisdom of China. Thirty years ago, when I was seriously struggling with these issues, I met an old teacher who whispered in my ear a simple fact that changed everything. He told me that the word “mind” found in the English translations of the Japanese Zen classics was actually derived from the Chinese character “Xin”, which translates as heart or heart-mind.

My reaction was global, “Whoa! Wow! Ah Ha! Ahh...” If heart and mind were unified from birth, then the task was not to find a way to connect them, but instead to harmonize their inherent relationship.

To think is to feel. To move is to be moved. In the words of another of the Upanishads, “*If it’s here, it’s everywhere. If it’s not here, it’s nowhere to be found.*”

What is this amazing power called “the will” when we look at things this way. Here are a few thoughts.

The French writer, Anatole France, said,

*"To accomplish great things, we must not only act,  
but also dream; not only plan, but also believe."*

Reminding us that without the contribution of the heart, the head rarely learns its lessons, the American General, Colin Powell, suggests that

*"There are no secrets to success. It is the result of preparation,  
hard work, and learning from failure."*

According to Albert Einstein,

*"Nothing happens until something moves."*

Making the idea of movement, which is not only a characteristic of the body but also of our emotions and thoughts, very practical, the media writer, Sally Berger, suggests,

*“The secret of getting ahead is getting started.”*

Often linked to the successful use of the will is the accomplishment of one’s goals. When viewed through the eyes of the head, this makes perfect sense. Speaking from a more unified heart-and-mind perspective, the martial artist Bruce Lee said:

*“A goal is not always meant to be reached,  
it often serves simply as something to aim at.”*

WHAT WE DO KNOW ... **The Non-Verbal dimension has untapped wealth.**

Research on the factors that impact our communications consistently report that it is what we are saying non-verbally that has the greatest impact – by far. Our non-verbal speaking includes our gestures, posture, stance, movement dynamics, facial expressions, use of space, and tone of voice.

It might surprise you to know that the non-verbal includes much more than just physical expression. Mathematical thinking reaches far beyond words. We also think visually, with colors and shapes. A food expert analyzes the complex amalgam of tastes. The perfumer does the same with smell. The martial artist or dancer thinks with movement.

To take this even further, what if the non-verbal dimension plays an equally powerful role in our moods, attitudes, responses, interpretations, presence, and choices?

Speaking from his personal study, the British author, Aldous Huxley wrote,

*“If you teach an individual first to be aware of (their) physical organism  
and then to use it as it was meant to be used,  
you can often change (their) entire attitude to life.”*

Here is an intriguing comment from Peter Drucker, American Business philosopher.

*“The most important thing in communication is to hear what isn't being said.”*

The French sculptor, Auguste Rodin said,

*“I have always tried to render inner feelings through the mobility of the muscles.”*

The American Modern Dancer, Martha Graham makes this very real when she said,

*“Movement never lies.”*

**Have You Ever Noticed** ...that people who have difficulty making strong requests or who believe that in meetings their views are not heard --- often stand or sit with their center of gravity and balance toward the back or they shift backwards after speaking their words.

**Have You Ever Noticed** ...that decisive, bottom-line oriented people are often perceived as “not listening.” In the non-verbal dimension, the center of gravity of their presence seems to be forward and down. Being solid, they do not easily move back to give people the space to express themselves.

**Have You Ever Noticed** ... that thinkers and idea-people are often not taken seriously by business leaders. Their center of gravity is usually high and for many executives this often translates as not being solid, committed, or tested.

Given the **not just in your head** theme of this presentation, I would like shift gears from the verbal to the non-verbal dimension. I would like to show you what you already know but might not realize or value.

I'd like to begin with a somewhat poetic idea. Imagine that you hold in your mind a violin solo. You hear it very clearly and with great depth of feeling. Your intention is to play it and you have the skills to turn these inner sounds into beautiful music. However, the only instrument at your disposal is a drum.

Intention, motivation, and even skill are not enough if you do not have the instrument that you require. You ... are an instrument.

Let's begin with something incredibly simple, important, and easy to forget. That is, remembering to recover your center.

Knowing how to center is of great value to a leader. First we will do it very large and obvious. Then I will show you the nano-version that you can do any place and no one will even know.

In order for me to show you something very interesting about centering, I need to ask you to change how you are sitting in your chair right now. For the sake of this experiment, could you please move so that you are sitting toward the front of your chair? Place your feet flat on the ground. Straighten your spine. Place your hands on your thighs, palms facing upward, open your hands and straighten your fingers. Now take a full and deep breath. Repeat.

Sitting in this stance – feet flat on the ground, spine straight, hands and fingers open, breathing – try to feel angry. Sitting – feet flat on the ground, spine straight, hands and fingers open, breathing – try to feel depressed. Sitting – feet flat on the ground, spine straight, hands and fingers open, breathing – try to feel low self-esteem.

Now, let go of this stance and sit more normally. And, try to feel angry or depressed. It's much easier – in this physical attitude – for your negative feelings to get a grasp on you. However, when you were sitting upright and open, they did not have the same kind of power over you. Interesting, isn't it?

Even though this simple practice works, it is much too large and obvious to use in the midst of your daily life. So, I'd like to show you the nano-version, which we call Centered Presence, that you can use any time and any place.

It is based on a physiological theory that says that across the very top of our brains is a map of our whole body. Using this idea, we can evoke a natural centering response, one that only requires a small amount of will power. It is based on remembering:

**You have legs and feet. You have arms and hands.  
You have a spine and head. You breathe.**

As you remember these four simple things, your attention expands to include your entire body. When you fill out your skin with your attention it evokes a sense of natural self-esteem.

There is a French saying that fits this perfectly – “*Être bien dans sa peau.*” – To feel good in one's skin.

Let's do an experiment with this practice to find out why being centered and having self-esteem is supposed to be so valuable.

Turn your mind to a difficult or charged situation – current or in the past. Let the memory grow in strength, involving your muscles as well as your thoughts and feelings. Let it grow even stronger.

Let's remember - you have legs and feet, arms and hands, a spine and head, and you breathe.

**Legs and feet ... Arms and hands ... Spine and head ... Breath ...**

Return to that situation. Does it produce the same inner response? Odds are that something has happened. Often, the tension and charge vanished completely. Or, its intensity has diminished. Or, you find yourself with new thoughts and possibilities about it.

And sometimes, the practice releases some of the tensions that have been blocking your perceptions. In this case, you might find yourself feeling what troubles you more intensely. This is never pleasant, but is usually important to your growth.

This practice is the fruit of decades of research. It demonstrates that the sophisticated can also be simple and effective.

Self-knowledge and especially self-honesty are skills that are profoundly important to leaders. To set the stage for our next adventure, I would like to use a quote from the American poet, Wendell Berry, who wrote,

*“If you don't know where you are, you don't know who you are.”*

Where are you right now – not in outer space but in inner space? In other words, where is your attention focused? Where is your attitude centered? Where does your mood live? What is its address?

First, let's try a simple experiment: Collapse your spine and drop your chest and say, “Today is the happiest day of my life.” It doesn't really make sense does it?

Straighten your spine and lift your chest and say, “Today is the saddest day of my life.” Something about this doesn't make sense either.

Instead, straighten your spine and lift your chest and say, “Today is the happiest day of my life.” This fits.

Collapse your spine and drop your chest and say, “Today is the saddest day of my life.” Unfortunately, this fits all too well.

This is one of the implications of viewing attitude as a statement of the whole person. Every state of mind and heart has its corresponding postural attitude.

When your center of gravity is up and to the front it is much easier to access and express your feelings of happiness. When your center of gravity is down and to the front it is easier to access and express your feelings of sadness.

Said in another way, every attitude has its unique address. When someone's mood – expressed in words - and its address or center of gravity, are not aligned, you know something is not right. Trusting in this primal intuition is very important for leaders.

Here is a fascinating quote from the United States Navy Admiral Dave Oliver,

*“... a good leader is ... alert and sensitive to the thoughts and feelings of the people working with him (or her) and ... knows even before ... (they)... do which emotional chemicals are ... coursing through their bodies.”*

As a leader, if you know where you are – you are more likely to be correct about where someone else is. In other words, self-mastery is an effective strategy for influencing others.

Before I show you some of the non-verbal keys to several important leadership qualities, I think we should explore this address phenomena a bit more by engaging some common attitudes and noticing their visceral component.

There is a fundamental law of change that applies here. **In order to make a difference, you first have to be able to tell a difference.**

To make this exploration more effective, after saying each attitude I will add a small phrase, “let every muscle in your body change.” This is because we are so practiced in being disconnected from ourselves. To make this a good stretch, we are going to visit four positive states and four less than positive ones.

**Sit Calm.** “Let every muscle in your body change.” Where is the address of this state for you? Is it more front or back? Up or down? Where does calm live for you?

**Sit Confident.** “Let every muscle in your body change.” Where is the address of this state for you? Is it more front or back? Up or down? Where does being confident live for you?

**Sit Thoughtful.** “Let every muscle in your body change.” Where is the address of this state for you? Is it more front or back? Up or down? Where does being thoughtful live for you?

**Sit Open.** “Let every muscle in your body change.” Where is the address of this state for you? Is it more front or back? Up or down? Where does being open live for you?

**Sit Bored.** “Let every muscle in your body change.” Where is the address of this state for you? Is it more front or back? Up or down? Where does being bored live for you?

**Sit Anxious.** “Let every muscle in your body change.” Where is the address of this state for you? Is it more front or back? Up or down? Where does being anxious live for you?

**Sit Judgmental.** “Let every muscle in your body change.” Where is the address of this state for you? Is it more front or back? Up or down? Where does being judgmental live for you?

**Sit Worried.** “Let every muscle in your body change.” Where is the address of this state for you? Is it more front or back? Up or down? Where does being worried live for you?

Now let’s use what we just worked with ... to strengthen our access to the positive.

Activate the address for being **calm** by making the small postural shifts you noticed. More front or back. More up or down. Let your center of gravity shift. Let a sense of being calm fill you.

Activate the address for being **confident** by making the small postural shifts you noticed. More front or back. More up or down. Let your center of gravity shift. Let a sense of being confident fill you.

Activate the address for being **thoughtful** by making the small postural shifts you noticed. More front or back. More up or down. Let your center of gravity shift. Let a sense of being thoughtful fill you.

Activate the address for being **open** by making the small postural shifts you noticed. More front or back. More up or down. Let your center of gravity shift. Let a sense of being open fill you.

Because we spend so much of our time living with words, our habits resist us much less when we work with the non-verbal dimension.

For our next exploration, let's investigate some of the non-verbal components of influence. As a leader, your effectiveness is a direct function of your ability to influence. And as you get better at influencing, your responsibility grows too.

We live in an ocean of influences. We are continually influencing and being influenced – by people, events, and things. In this context, the Chinese general, Sun Tzu might have said, **know how you influence and know how you are influenced and your effectiveness will be magnified.**

Bottom-line, influence is about having impact – delivering as well as receiving. Influence is a real power, with real consequences. Influence is the power that comes from aligning your vision, beliefs and intentions with the natural and subtle power of your body.

Leadership is not just in your head. It is also in your gestures. How you use your arms and hands as you speak can magnify your presence and integrity or it can make obvious the gap between your walk and your talk.

The two axes we have just explored are also relevant for understanding the impact of our gestures. Gestures can move along the vertical, from top to bottom or in reverse. They can also move along the horizontal, from me to you or from you to me.

Let's do a little experiment that could give you some ideas for exploring on your own. We will use two simple statements. "You performed well." "We have a problem." Now let's combine the words with the two basic gestures. Demo of "You performed well." --- horizontal then vertical. The words take on a different flavor, don't they? Let's all try it.

You may have noticed that when this complimentary statement was spoken along with a top – down gesture, there was a silent yet almost palpable sense of being judged.

You could almost hear the speaker about to say, "You performed well – but ..." Let's explore this a few more times. Interesting, isn't it?

Now let's try the other statement, "We have a problem." with the two gestures.

For myself, whether I am saying the words or hearing them, when they are delivered with the vertical gesture, I do not really hear “we”. I hear “**You** have a problem.” When the gesture is horizontal, it seems that it is really “we” who have the problem. Let’s explore this a few more times. Interesting, isn’t it?

Our experiments appear to be proving the idea that attitude truly is a statement of the whole person.

There is still one component of attitude we have not worked with – and that is “readiness.” Your attitude is your readiness to respond in a particular way. This has also been named disposition or tendency.

As a leader it is exceptionally important that you recognize when you are reacting according to your habits or are responding to the situation as it is. This is because the way you respond to encounters has a powerful influence on your mood, style, presence, and your choices.

Every encounter is an opportunity to either work with or against the person or situation with whom you are dealing. Your habits of encounter influence how you are able to influence.

To create a new future requires more than a new vision and motivation. It also requires new habits – alternative ways of responding to events, people, and stress. To make this idea more real, I have a short imagination exercise for you.

**Imagine that in the distance you sense someone approaching.**

As they get within visual range, you realize that you do not know them. Imagine that this unknown presence continues to come toward you. As they get closer, you begin to feel your body and mind prepare.

They continue to move closer. They cross your territorial boundaries. They enter your personal space. You do not know if they are friend or foe, if they bring good news or bad.

As the tension of not knowing rises, notice how your body wants to move.

*Are you ready to not move, that is, hold your ground?*

*Are you ready to be moved, that is, adapt to this person or situation?*

*Are you ready to move toward, that is, engage, this unknown presence?*

*Are you ready to move away, that is, disengage from, what is coming?*

**Which of these responses is the strongest or most familiar for you?**

**Which of these seems very unfamiliar or strange?**

What if, your readiness to respond is as much a statement of your attitude as is your state of mind or feelings? What is your current disposition? What are some of your normal tendencies? If you don't know where you are, how can you navigate to where you want to be.

Here are some of the correlations we have discovered that link responses with attitude. The model we are using is based upon the natural strategies given to us by Miyamoto Musashi.

The categories are: Ground – the response of not moving; Water – the response of being moved; Fire – the response of moving toward; Wind – the response of moving away. The 5th strategy is Space and it relates to being centered.

WHEN THE GROUND RESPONSE STANDS OUT: You are seen as decisive, powerful, and results-oriented. You are solid, calm, able to slow down, and able to say no. You are sabotaged by over-concern with not doing enough. Under pressure, you become unmovable or get stubborn.

WHEN THE WATER RESPONSE STANDS OUT: You are seen as cooperative, responsive, and a team player. You are open, appreciative, able to listen, and resilient. You are sabotaged by the fear of rejection. Under pressure, you adapt or collapse.

WHEN THE FIRE RESPONSE STANDS OUT: You are seen as inspirational, competitive, and persuasive. You are happy, a risk taker, able to say yes, and emotionally expressive. You are sabotaged by the need for recognition. Under pressure, you keep going or give up.

WHEN THE WIND RESPONSE STANDS OUT: You are seen as thoughtful, unemotional, and non-aggressive. You are peaceful, dispassionate, objective, and perceptive. You are sabotaged by the fear of being wrong. Under pressure, you get out of the way or get angry.

It's getting more difficult, isn't it, to pretend that attitude is only in our heads and not a statement of our whole self. At this point, questions come to mind. Why should I really care about all this? And why should I invest the time and energy in retooling my attitude?

Because as the Dutch Philosopher, Spinoza said,

*"All things excellent are as difficult as they are rare."*

Before we move toward the end of this talk, let's revisit the 5<sup>th</sup> strategy, Centered Presence. This simple internal action not only evokes natural self-esteem, it also wakes you up and puts you back in the driver's seat, so that you can stop doing what you do not want to do and start doing what you want. It also reconnects you to the movements of nature and spirit.

And all you have to do is to remember: I have legs and feet. I have arms and hands. I have a spine and head. I breathe.

Now let's use what we've learned to draw out our natural gifts for leadership with a little practice I call, Embodied Imagination

**Imagine being decisive.** Let every muscle in your body change as you draw out your natural gift for being decisive. "I am decisive." Let every muscle change.

So that you can evoke this strength when you need it, what can you tell about the address of this state? Are you more front or back? Up or down? How do your hands and feet want to be positioned? How do you feel ready to move and respond? How are you breathing? Where is your center of gravity? Remember the non-verbal cues of decisiveness.

**Imagine being compassionate.** Let every muscle in your body change as you draw out your natural gift for being compassionate. "I am compassionate." Let every muscle change.

What is the address of this state? Are you more front or back? Up or down? How do your hands and feet want to be positioned? How do you feel ready to move and respond? How are you breathing? Where is your center of gravity? Remember the non-verbal cues of compassion.

**Imagine being inspirational.** Let every muscle in your body change as you draw out your natural gift for being inspirational. "I am inspirational." Let every muscle change.

What is the address of this state? Are you more front or back? Up or down? How do your hands and feet want to be positioned? How do you feel ready to move and respond? How are you breathing? Where is your center of gravity? Remember the non-verbal cues of inspiration.

Whenever you need them, you can find these abilities by using your non-verbal change skills. Non-verbally, shift to the whole body state that supports you in being **Decisive**. Remember how you were balanced between front and back and up and down. Remember how your limbs were positioned. Remember your readiness to move. Remember the way you were breathing. Remember where your center of gravity was focused. Allow your decisiveness to emerge.

Non-verbally, shift to the whole body state that supports you in being **Compassionate**. Remember how you were balanced between front and back and up and down. Remember how your limbs were positioned. Remember your readiness to move. Remember the way you were breathing. Remember where your center of gravity was focused. Allow your compassion to emerge.

Non-verbally, shift to the whole body state that supports you in being **Inspirational**. Remember how you were balanced between front and back and up and down. Remember how your limbs were positioned. Remember your readiness to move. Remember the way you were breathing. Remember where your center of gravity was focused. Allow your inspiration to emerge.

Now let's take this to another level. **Imagine yourself as the leader you've always known you could be.** Let every muscle in your body change as you draw out your natural gift for excellence. Imagine. Let your muscles change to fit.

What is the address of this state? Are you more front or back? Up or down? How do your hands and feet want to be positioned? How do you feel ready to move and respond? How are you breathing? Where is your center of gravity? Remember the non-verbal cues of excellence.

With the front of our brains, we see the future. With the rest of ourselves we also remember the past. Past, present, and future are equally important.

For as George Santayana, the Hispanic-American philosopher, reminded us,

*“Those who cannot learn from history are doomed to repeat it.”*

And giving us another answer to the question, Why? Confucius said,

*“It is the primary characteristic of the superior person  
that his or her practice of self-cultivation  
is focused on helping everyone in the society.”*

When your heart, mind, and muscles are working in harmony it is easy to be genuine, aware, truthful, responsive, powerful, intentional, in-the-moment, and whole.

**And, only by working together, can each of us do this.**