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## Being A Leader When You're Not The Boss Recorded April 8, 2020

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- [Fawn] Our course today is Being a Leader When You're Not the Boss. Our presenter today is Tatiana Rodriguez. Happily investing in the next generation, Tatiana believes that life is a gift and that living a meaningful legacy matters. She enjoys her time and interactive college classrooms investing in student leaders and in dynamic corporate classrooms investing in professionals with growth mindsets. Outside of the classroom, she is part historian, part creative and her contribution to this world is to create powerful stories and record them for future generations. Welcome Tatiana, so glad to have you.

- Thank you very much and hello to everyone under the sound of my voice today from wherever and whenever you are tuning in. We're gonna be talking about a topic that I think we often neglect in our own careers and our professional development, which is how do we lead even when our title does not have a boss title in it. And so that I was preparing and thinking about this I came across a question that really struck me and I don't remember who said it or where it came from but it goes something like this. It's easy to poke holes in something but can you build something better in its place. I've been thinking about that I want to invite you to think about it too because it directly connects to our title, which is Being a Leader When You're Not the Boss.

Because it's easy, I think, to complain about our unreasonable boss or an annoying coworker, our department, our lack of resources, the schedule, the old materials, the new materials, the schedule, major changes, having to adapt to significant changes in a short period of time. The difficult caseload or difficult parents of the kids were working with or even our patients themselves, insurance denials. Old materials, new materials are so much and we may be very justified in our frustrations, but my question for you is after you've vented after you've let it all out, then what? What are we doing to build something better in its place. And that question again to refresh your memory, it's easier poke holes in something but can you build something better in its place. And this to me is where true leaders come in, even if you are not officially somebody's

boss. And if you're listening to this message chances are very high that you're not a boss, and even if you are responsible for leading a team, you probably still have the boss, the boss's boss. You may not be a boss today, but you have aspirations to be one and to lead a team. Here's a great quote for you. "Nothing so conclusively proves a person's ability "to lead others as what they do on a day-to-day basis "to lead themselves." and this is from an American business leader Thomas Watson. I modify the original quote to be more gender inclusive as it referred to a man only, and I know that there are a lot of female therapists. so I wanna make sure that everyone feels a part of the mix here. So you can think about this quote for a second and if you need to pause the video and think about it, that would be great.

I already asked you what you do to make things better. But what do you do regularly to lead yourself. Take a few moments and consider your answers to that. For me it's constantly leveling up my emotional intelligence and taking really good care of myself and having healthy boundaries. Maybe that connects with you or maybe you came up with other issues for yourself. After our time today I wanna leave you with three really big ideas. The first one is naming the five points on leading when you're not the boss, and how this impacts your leadership. The second one is something called the four tendencies which are ways people tend to respond to internal and external expectations, and how to identify your primary tendency. And the third one is the five languages of appreciation. How to identify your primary language and how to use these concepts to uplift your own teams.

I hope you like quotes guys because I have another really resonant quote for you. This quote is "be the kind of leader that you would follow." Are we the kind of person that we would follow if it was another, if it was somebody else. Like you I'm a lifelong learner. I've recently completed a training on LinkedIn about creating conditions for others to thrive. And the instructor's said that leaders make others better as a result of their presence. And that betterment lasts even in their absence. And I thought wow

that's really powerful that as leaders we have the ability to influence others and even when we're no longer there or when we're just not there for a short time, that is still felt within that team and I thought that for sure is the kind of leader that I strive to be with my college students with the organizations that I do corporate training for and even in all other areas of my life. So let me ask you who is the leader that you admire. Again pause this video and think about this. Why do you admire this person and how have they influenced you? You may be coming up with people in your own life in your own family, maybe it's a partner or spouse or someone in your organization or a local leadership, community leadership, or even nationwide or international levels of leadership. Strong leaders can be seen everywhere, and often the link is the people we admire there's something about them that we see in ourselves. So think about those connections too.

As you're forming a list of the people that you admire and why you admire them. Where do you think that power and influence come from? You would probably say yes leadership, leaders have power and influence in our lives. But where does it come from? When I was teaching leadership class, we would talk about all different kinds of power. One kind that I wanna mention to you is called legitimate power. And this is the belief that a person has a formal right because of their title to make demands and expect others to be compliant to those demands. So for example, the president of an organization, the president of a country. The title alone carries a lot of legitimate power. But that power doesn't necessarily stand the test of time once that person is no longer in that position. So we may be willing to comply because somebody is our boss, but you may be able to think about a boss who doesn't lead well and you wouldn't follow them if they were not your boss. We know we're having long-lasting impact in leadership under the kind of person we would follow, regardless of whether they were our direct supervisor or not. That's the same kind of thing we wanna have for ourselves. We can have a strong and positive influence, even without legitimate power, this power that I'm talking about, a formal title or any extensive experience. And I'm

sure you can also think about someone in your life who had no formal title and even your work lives who have a significant amount of influence and power over how you make decisions, how you think about things, how you problem solve. So I don't believe that title and power and influence are necessarily tied together. So to meet position does not necessarily equal leadership. You don't have to be in charge to lead others well, but I believe you do need to care about others and you need to care about the work that you're doing and uplifting and building up other people.

Remember I told you I want you to walk away with three big ideas. This is the first big idea. These five points on self leadership. I want you to think about these five areas. First of all, your relationship with your boss or your bosses. Secondly, the relationship with people that you supervise or the teams that you're in charge of. The relationship with your clients or whether you call them patients or students whatever you name them, but the people that we serve. And then our peers, those who are on the same level as we are, same title same, you are cohorts, like the people that we relate to that are doing the same kind of work that we do. And these four areas are all tied together by one really important connection and that is the relationship that we have with our self. And when it comes to leadership, we can think about many areas, not just these five. For example, our relationship with a spouse, significant other, our family, our community as well as others, but for our talk today we are gonna focus on these five areas. So how do you lead when you think about these relationships for you. How do you lead? What are your relationships like? Again this is not gonna be a lightning bolt answer you want to take a few minutes to think about this.

Now when it comes to these five areas, this relationship with our bosses, area number one. This is about, there's a concept called managing up, leading up. There's a book called managing up, if you're ever interested in or you're having some problems with your bosses that you wanna check out. How well do you know your boss? Do you know what they're energized by? Do you know what their goals and aspirations are for

the job for the department, for you? Is there a level of respect between you. What is the relationship like in terms of what motivates your boss? How well do you know this person? Then with your teams, the people that you leave in old language we would call them subordinates, but I just think subordinates is not a nice word just doesn't sound like, so I prefer to call them teams. So in these circles where you have influence and authority, how well do you listen. Are you modeling the kind of leadership that you would like to see from your boss? Or even if you're not getting that from the person who you report to, are you able to give that to the people that report to you. Then with our clients, right as I said, these are, they may be parents, they may be patients, they may be children, they may be students, they may be families, depending on what kind of work you do and the exact population that you serve. What are those dynamics like? And then with our peers. Are we investing in them in some way, whether it's on difficult cases offering our assistance partnering with them, education, sharing? If you walk away from today's session and you gleaned a lot of knowledge of from that recommending something to somebody else that they should also check out with.

How do we show up for our peers? And in this relationship with ourselves. What is your unique gift? I need to consider that to, what are my unique gifts. What do I bring that other people don't bring? Have you become complacent in some area. This could possibly be a difficult question like, especially if you're a more experienced therapist you might be, might have become complacent and you wanna make sure that you keep that saw sharp, that you keep that soft Sharp, that you're continually refining and growing. And here's something for you to consider. An organization will never be its best if people cannot have open and honest conversations about the issues that matter. So this is a big step in all of this. It's for us to first acknowledge these things, and bring awareness for ourselves and then to be able to have conversations about these concepts with other people because it doesn't make sense for us to just keep this to ourselves when we need to bring this out into the world and into our teams and organizations. And to do that, I want us to consider these five areas.

Thinking about three principles and the acronym for you to remember is TAB, T-A-B. And that stands for thoughts, actions. Maybe you thought beliefs but no, it's actually blind spots, something we hardly ever think about. Thoughts, actions, and blind spots. First, let's start with the concept of our thoughts because all of this influences the way that we show up for others and the way that we lead. So, first with our thoughts. Mindful self-leaders are always going to be monitoring our own thoughts and actions. This is key we need to have this level of self-awareness.

First area with our thoughts is our mindset. Second is our concept of self-esteem, and third is our reputation. So let's go over these one by one. My first question for you with mindset is do you have a mindset that is fixed or open. This is regardless of how old we are. Young people, old people, middle-of-the-road people, everybody in between. Our mindset is not reflective of our age. A fixed mindset believes that intelligence, creative ability and talent are fixed at birth and really can't be significantly changed. A growth mindset, on the other hand, is about being open, curious, flexible and youthful, again, no matter how old we are. And having what's called rookie smarts. So this mindset fixed versus open and I often equate open with growth. So what kind of mindset do you fall in and be honest because maybe in some areas you do have a bit of a fixed mindset and in others you're more open. But when it comes to our leadership ability our leadership potential and the potential in others what do we think? Do we have more of a fixed mindset or can we, can we take steps to have more of an open one. And I wanna reference some of the authors' works that I'd like you to check out when it comes to mindset this is Carol Dwek. She has a book called "The New Psychology of Success", and then Liz Wiseman has a book called "Rookie Smarts: Why Learning Beats Knowing in the New Game of Work." So some additional resource for you guys to check out if you're interested in more of the mindset material.

The second concept under thought is self-esteem. Self-esteem, how we think about ourselves. So let me ask you guys do you agree with the statement that we often treat others better than we treat ourselves. Do you often treat others better than you treat yourselves? And if you do we want us to explore why that is. Here's the APA definition of self-esteem. So long one guys. The degree to which the qualities and characteristics contained in one's self-concept are perceived to be positive. It reflects a person's physical self-image, view of his or her accomplishments and capabilities and values and perceived success in living up to them, as well as the ways in which others view and respond to that person. The more positive the cumulative perception of these qualities and characteristics, the higher one's self-esteem. A reasonably high degree of self-esteem is considered an important ingredient of mental health, whereas low self-esteem and feelings of worthlessness are common depressive symptoms. Wanted you to have the official definition, I've come up with one that's a lot shorter that I wanna share with you and that is that self-esteem is my sense of the worth and value. How much I like and appreciate myself.

And now I would like to turn it over to you to answer how much do you like and appreciate your self, your work, your contributions. These are important things for us to consider. And I wanna share this very powerful quote that I share with all of my students. "Your worTH doesn't decrease because someone is unable to see your value." Especially for living in moments of rejection or hearing no, or things are taken away from us, which happens often throughout our lives. Again, remember that your worth doesn't decrease because someone is unable to see your value in that moment in that time. And so with self-esteem, there's an interesting concept from Jenika McDavitt and I wanna share her ideas that self-esteem is not a single internal thermometer. It's not like oh today I'm on 98.6 I'm good. That's not the way it works with self-esteem. Rather, self-esteem is divided into some areas where the first one is global self-esteem, the general sense, where we typically think about what self-esteem. How do we, in general, consider ourselves?

The second area of self-esteem is tasked self-esteem, which is how we feel about ourselves regarding a certain task. Now this may be for you, how you might feel differently treating someone with one condition versus another. Maybe you're treating someone with a certain type of cerebral palsy, and in that task you feel differently than when you're working with someone who has a lesser fine motor issue, depending on the task that you're working on. So while we have the global self-esteem and the task self-esteem, there's also situational self-esteem and that this can vary depending on the situation that we're in. For example, I love small intimate gatherings, not so much for big parades. So I feel differently about myself experiencing others in the small group setting than in a very large group setting. So again, think about these for you. Global self-esteem, task self-esteem and situational self-esteem. These all fall into this.

And then the third area of our thoughts is our reputation, which is the estimation in which a person or thing is held, especially by the community or the public generally. This is the dictionary definition, it's something for us to consider. Second area is actions. So we're still in the TAB concept. We talked about the thoughts narrowing to move into actions. With actions, it's words and behavior that I want us to be considering here. With words, it's not just what we say, it's also what we don't say. Like those moments the things we intentionally leave things unsaid. And sometimes we should, sometimes though, we're staying quiet when we really need to be speaking up. So concepts about our words and our behavior, similarly, what we do, but also what we choose not to do.

Remember in those five big areas bosses, teams, our clients, our peers, and our self, we talked about our thoughts and we just finished talking about our actions. The things for you to consider: How do you use your words and how do you behave in these and these different situations with these different people.

And now let's talk about the B in TAB, which is blind spots. I wanna teach you the concept called the Johari Window. Maybe you're familiar with, maybe you're learning something new today, but these are self-awareness quadrants by two psychologists in 1955, actually, for anybody who's interested in the year. Joseph Luft and Harrington Ingham. The reason it's called the Johari window is Jo from Joseph and hari from Harrington Jo hari became Johari Window. This is where the name of it comes from and let me show too because this is something that is helped me a lot in my own leadership growth. We have these four quadrants that I wanna teach you today. We have areas that are known to self and areas that are unknown to self. Areas that are known to others and unknown to others.

So if you can see the graphic, you can follow along with me here. In the first quadrant we have the open arena, which is the us that we show others and that others know about. So this is our public persona. And then the second one is this hidden area which is it's known to us, but it's unknown to others. And it's called hidden because we keep it hidden until maybe someone proves to us that they're trustworthy. Well we don't just walk into work and start telling them all about our past and our struggles that would be inappropriate, weird, and an indication of unhealthy boundaries. But when someone becomes a person of trust, there are certain things that we would show to them. So this is what the hidden area talks about. The next one is unknown, which is this land of opportunity where things are unknown to others and unknown to self. For example, five, six years ago, it really hadn't crossed my mind to be teaching at a university. So that was an unknown area for me that turned into this great fulfilling opportunity. So there are unknown potentials in all of us, think that we simply are not aware of that can lead to wonderful things in our life and growth and development. This fourth area is where I want us to concentrate on, which is the blind spot area.

And here, these are the areas that are unknown to me but everybody else around me knows and I'm sure you can think of a person in your life where there blind spot is so

obvious to everybody else and they are maligned that they are clueless about it. That's why it's called the blind spot. Well just like you know that you can see that in others we have to consider that we're human too and that we have our own blind spots that we need to be considering. And there is an article from Inc.com, "The top 10 blind spots". Let me just read a couple of the top one so that you're aware of what some of these are. Number one, being afraid to ask for help, and maybe you even guess that for yourself. Number two, being insensitive are our own behavior on other people. The third one was having an I know attitude which to me basically means you're not teachable, but which is probably seated in the fear of being wrong. And then one more for you is, avoiding difficult conversations and conflict. If you want to check out the the whole list. It's a great quick read of "the Top 10 Blind Spots" from inc.com. So gotta consider this for ourselves too.

And here's how we do. So here's an action step for you to become more aware of your blind spots. And this is no easy task. Just so you know I am asking you to do a very difficult thing, but it's also a very transformative thing when it's done from a place of growth and trust. The first step is starting to have open conversations about your blind spot with trusted people that have your back. Again trusted people that have your back. It has to be a person that has shown you that they care about you and have your interest at heart. It can't be going to somebody that you want to impress. Because this is truly a time to go to trusted individuals to start. The second step and again it's not gonna be easy, but totally worth it because it takes bravery and humility to work on ourselves and listen actively to other people telling us about things they dislike, things that are not working in the relationship.

Step three is huge and if you're gonna do this you have to promise that you're not going to defend yourself in these initial conversations and not make excuses. Because if you do what's gonna happen is that cross is gonna be shut down and people are not gonna open up to you anymore. So don't defend yourself or people will shut down.

You have to, if somebody says something and it stings and it's a little painful what you can say is thank you and I'm going to think about that very much. I appreciate your honesty and sharing. So you say thank you but then you also need to give yourself some time to think, important for you to consider. And then after you've had a chance to sleep on it and think it through when you wanna come back to that conversation absolutely, but in that moment it's only about listening to what they have to say. That will change this for you. That was a sum up of the blind spots and you can revisit that slide anytime to go through those steps.

One question that I find is very helpful to launch a conversation is asking, when I met my best, what do you observe in me? How do I behave? When I met my worst, what do you see in me? How do I behave? Those are really great questions to launch a blind spot's assessment for yourself. Again, this will transform your work lives and your personal lives, if you do this well. Just remember to do it with the person who's got your back that you can trust to begin. Now that was big idea number one. We talked about those five areas of leadership, using the TAB thoughts, actions, and blind spots mentality and now let's move on to big area number two, which is the four tendencies.

This is by an author named Gretchen Rubin. You may have heard of her 'cause she's written other books as well. She has this concept about the four tendencies. And the four tendencies are named an upholder, a questioner an obliger or a rebel. And she teaches us that we fall into one of these four categories when it comes to expectations. Inner and outer expectations. Inner expectations being the ones we place on ourselves such as going to the gym, accomplishing a specific task around the house or learning a new skill and then expectations are external ones, outer expectations are the ones that are placed on us by a boss, a supervisor or a family member, so you understand the difference, outer versus inner expectations. And here's each category. In upholder we'll meet both inner and outer expectations fairly easily, whether it comes from a boss or from themselves, if it needs to get done, it'll get done. So for the record, I wish I was an

upholder, but I have to admit that I'm not. The second one is a questioner and a questioner will meet inner expectations but resist outer expectations and instead we'll ask a lot of questions about outer expectations and they will then turn all expectations into inner expectations. And obliger is the third type and an obliger will resist inner expectations but easily meet and often exceed outer expectations. So if it's coming from somebody else it will definitely get done but if it's only for me it's going to the bottom of the list. Maybe you can start to see yourself in one of these categories. And the fourth one, the rebel, resist both inner and outer expectations. By nature with being an expectation, there is a built-in resistance to it. You may know people who fit into all of these categories, but let's go a little deeper into these concepts.

Here are the mottoes of each of the four tendencies according to Gretchen. Upholder's motto is discipline is my freedom. So an upholder loves deadlines, organization, structure. To them discipline makes them happy. It helps them live freely whereas other tendencies don't enjoy that level and they might consider it restriction. The motto for a questioner is I'll comply if you convince me why. It's natural that a questioner would ask a lot of questions. So if you have people on your team's who are questioners they need that level of information, they need to be able to ask and gain understanding. And then once they have that, they would be willing to comply with the request. An obliger, that motto is, you can count on me and I'm counting on you to count on me. Because an obliger needs other people to be motivated and to move things forward. A rebel, their motto is, you can't make me and neither can I.

So how do we then work with different people with these different tendencies. Here are some strategies. For an upholder, you got to remember that it's okay to question an expectation. Not all things have to get done they don't always make sense. It's okay to say, I know one being given this deadline, but does that really make sense. Is there some flexibility with that because I'm overwhelmed with all this other stuff. So you wanna be careful not to be overly strict about those expectations. It's okay to

questioner. For a questioner, one of your goals will be to avoid analysis paralysis by consuming too much information. So instead, you can set some deadlines and limit the number of sources to say okay. In five days, I'm going to make a decision and I'll only allow myself 12 sources of information. So questioners love all the sources but you don't wanna get stuck and not be able to move forward because there's too much information. So giving yourself deadlines and limiting will be helpful. For an obliger, the strategy is having an accountability partner or partners. The cool thing is that obligers make great partners for other obligers. So all that's required for an obliger is to find somebody that they can say, this is what I need to do. I need your help sticking to it. Check in with me from time to time, make sure that I'm sticking to what I'm saying. So that accountability will help move an obliger forward in meeting inner expectations 'cause remember outer expectations will be handled no problem, it's the inner ones that we tend to need an accountability partner for. And this can also happen if you're a person who's working from home, you find yourself working from home more often or you changed from working in an organization to now working for yourself. If you find that that motivation changed, you may fall into the obliger category and what you will need is to find an accountability partner to help you meet your inner expectations. And then for a rebel, the strategy is to remember you have information, you receive information, you have to understand what the possible consequences are. And remember that you have a choice. Information, consequences and choice. And if you're working with the rebel, it's a good idea to not pressure them because that will often make them dig their heels and even longer. So you can share information, explain the possible consequences and let them make a decision, knowing what those consequences are. So those are the strategies on the four tendencies.

Now moving on to big area three, is the "Five Languages of Appreciation" by Gary Chapman and Paul White. And if you have ever heard of the "Five Love Languages", that's the origin of this work, but the author made one that's more specific to the workplace because obviously love languages and romantic relationships is very

different than at the workplace. The Five Languages of Appreciation, though they are the same Five Love Languages looks a little differently at work so more we're gonna focus on the ones at work, but feel free to check out the love language's original work as well. First love language is words of affirmation. Second is quality time. Third is acts of service. fourth is gifts. And fifth is physical touch. So we're going to cover each one of these in detail.

Words of affirmation. When it comes to words of affirmation, words do have strong meaning. It's not just about the action speaking louder than words. The words are important. People who are words of affirmation people, need to hear the reasons why they're valued, or appreciated. So you wanna make sure that, for example, an unsolicited complement that you can give on a work well done, that will be well received by a person who speaks words of affirmation, as their primary love language. You can send a handwritten note or even an electronic note, a text, an email, a phone call or in person conversation or online conversation to express gratitude. These are beautiful strategies for a person who speaks words of affirmation. Also recognizing them at a meeting whether that's online or in person if they're okay with public acknowledgment and I just put that no in there because not everybody wants to have recognition in public. I would be floating on cloud nine if somebody praised me in front of other people, for a job well done. For other people that actually haven't that kind of spotlight, doesn't help them feel good, it actually makes them feel uncomfortable. So we wanna make sure that when we recognize publicly that's gonna be uplifting to them. So that's again about knowing your team. You'll wanna make sure that you do that. So words of affirmation people, words, harmful words can shatter the relationship. They can be insulting but if you are able to give them praise for who they are for their contribution specific customized wording for who they are, they will feel highly valued, complement will send them soaring.

The second, quality time. Here's a person who needs to be there. We need you to be there with them focused and present, not distracted on your cell phone. Quality time is about exactly that. Time that is focused, present on, then the relationship. So for example, once things are, Once the relationship is established and you can find some time to go out and grab a coffee together or grabbing lunch together providing some kind of regularity with one-on-one meetings, whether that's in person or done virtually, wanna be able to have that one-on-one quality time.

And then the third one is acts of service. The person who speaks acts of service, enjoys experiencing help with things that are burdening them. The fact that you're willing to help them with something, really uplifts their spirits and spirits then will help them feel appreciated. For example, you can offer to help with a project. You can lend a hand when you know that they're feeling particularly overwhelmed by something. You can offer to rehearse or run-through presentation or give feedback if you know they have something coming up and it's a big deal to them. Hey I've got 15, 20 minutes right now would you like some feedback on the project you're working on. Checking in, is there some way that I can help you. When would be the best time to help you? Different questions but letting them know that you are there to help them will be truly supportive to that relationship.

The fourth language of appreciation is gifts. And here it's important to not mistake a person's desire for gifting with materialistic things because it's not about how much the gift is worth. It's more that you took time to get, get or make something for this person to help them feel appreciated and valued. How awesome is that. Even a small tangible thing can uplift somebody. So some ideas for gifts person, making a small personalized gift or purchasing something. This is something very unique to them. It can even be picking up a favorite drink or candy or something that you know they like or having it sent to them. And if you're crafty, which all of the OT's I've ever known in my life are extremely crafty, so this stuff may come very easily to you being able to

make a handmade gift. Something that shows them that you're thinking about them and you know things that they enjoy.

The fifth language of appreciation is physical touch. Now in the workplace, of course, this is a little bit different. And the authors have actually discouraged any kind of physical touch in the workplace for obvious reasons you wanna respect boundaries, wanna respect others and I encourage that as well. But I also wanted to mention physical touch, because I know very often, especially in patient family therapist relationships we develop closer bonds because we see people pretty regularly. We work with them often for long-term, so I don't want to dismiss that because there are times when we hug, when we embrace people that we work with, when people express their appreciation for helping out their child, for helping them get better, and there is that exchange of physical touch. So of course, it looks different in a romantic relationship than in work, but I thought it was important to mention it here, too. And very often in the workplace, physical touch when we're face-to-face with people they can be high-five they can be fist bumps, they can be handshakes and embraces and hugs are part of that too. But with the person who speaks this language, that actual touch, that closeness that provides meaning and appreciation to them. So if one of your coworkers you know their language is physical touch and they did a great job if you put your hand on their shoulder and you look them in the eye, you tell them, I want you to know what a fantastic job you did. That physical touch itself has meaning as well.

So it's important for us to keep these in mind, and as a recap, let's see, if you guys can pause in video and name the five love languages, in any order doesn't matter, I'll say them in a second but I want you guys to be thinking about them too and remember what they are. All right, so pause and list the five as quickly as you can.

Hopefully you listen to me and you listed the five love languages. We have words of affirmation, quality time, all right, quality time. No distractions. No looking at yourself and when you're meeting with them. Talk with them. You're truly there, you're present. So we had number one words of affirmation. Number two, quality time. Number three, acts of service. Number four, gifts. And number five, physical touch. So I want you to cover those areas.

So now, let me list some action steps that are gonna be very important for you to take. The first. You can take these free tests online from the authors to be able to determine what are the four tendencies. Which one do you fall in. The second, test of five love languages. I've got the links to both of these that'd be shared in your notes and they are also part of the course. Taking the tests to determine which one you are, first identifying that. And then you also want to have people in your life take these same tests. Acknowledge them, work on them, and then compare notes. Like you wanna be able to talk about these results together. Because again it doesn't matter if you know yourself only, and you're not also getting to know other people. It's important to know ourselves, but we also need to be able to work within team dynamics. How does my way of being, my personality, my tendencies relate to my team, whether I'm the leader or I'm reporting to somebody. How do those things play into each other. So you wanna make sure that you're having these conversations. And the next. This will help us to understand other people and ourselves better. We'll be able to speak to people in terms of their motivation and in languages that they'll appreciate.

So think about this. Imagine you and I were on a team and there's 15 of us on the same team. 15 amazing occupational therapists. So I wanna show you all how much I appreciate you for excellent job and I love coconut ice cream. So I bring coconut ice cream for everybody. Meanwhile, your favorite ice cream is, go ahead and insert your favorite ice cream, let's say it's chocolate, and then somebody else's favorite is mint chocolate chip, somebody else loves pralines and cream, somebody else loves

cookies and cream and then we got that one guy on our team who's lactose intolerant so he can't have ice cream at all. what would have been better for me to do to show my appreciation. It would have been better for me to find out what is your favorite flavor of ice cream. Do you like ice cream? Can you eat ice cream, or something else you'd rather? And then I bring that to you. That means a lot more than me bringing what I like to the team. And that's what happens. We will often bring to the team what we like, because we mistakenly think that people like all the things that we like, too. That's simply not the case. We need to get to know other people and be able to give them what they like. So this is that customizing peace, understanding them better, that's gonna add a value to our relationships.

And then once we do that what I've experienced and what people in my classes and my teams have experiences when you apply these principles, you get to enjoy some awesome relationships and no relationship is perfect, but they will be awesome. And remember when we're on teams, high-performing teams are not conflict free, but they are capable of dealing and managing through conflict. So none of the stuff guarantees that we're going to never have any problems, but rather it gives us tools to understand and work through problems. 'Cause you can imagine, if you're dealing with the person who's an upholder on your team, and you're more of a rebel, you can see how those two people can have very different perspectives at work, at home, in many areas of your life. Or imagine you're dealing with two questioners on a team and they're having, and you're wondering why are they having such a hard time making a decision. While now armed with the information that you're dealing with people who need a lot of information and question outer expectations, you'll be able to help make a better decision, move people forward in a certain way.

So these concepts really truly matter in exploring our own leadership and leading others is about helping others grow, empowering others, investing in others. So we wanna share this amazing content with other people. I've created a list of lots of

references for you to check out things that I've mentioned in today's content but also some things that I want you guys to check out that will help you take it step further with this. So let's recap what I've gone over today. Those three big areas. First, exploring our relationships with our bosses, with our teams, with our clients with our peers, and with our self. So for you moving forward, it will be difficult to address all five of them at the same time. It will be very hard to say, I'm going to go ahead and meet with all of these people now and ask them all of these questions and work on that TAB, thoughts, actions and belief for every single one. What I suggest instead is that you pick one area and start with that. Let's just let's say that it is with your teams with the people that report to you. So, focus first in that. Ask yourself what are those relationships like. And for the people that I'm responsible to, that I am mentoring, that I'm in charge of, if they were going to evaluate me like we often evaluate and review products on Amazon or other websites, what would they say about me? And what I'd be happy, what I feel proud with those results. Really truly be willing to go deep on this because if we only keep things surface level or we only ever gonna get surface level results, but I don't think that the people who sign up for a course about leading when you're not the boss are here for surface level results.

I think you're here because you're willing to go deep. You already have a sense that you are a leader even without a position or that that power that we talked about, that title. You know that you can influence other people. You want to, you want to set the tone for an organization. Maybe you're in a place where things need to change or maybe you're in a new position, or maybe you recently graduated and are coming into a new team. Whatever those reasons are, whatever place you are in life, these skills matter and can directly be applied to that. So once you worked through the series and not on one relationship then you can absolutely continue to work on the others. But first, go one at a time. I think that's what's going to be the most valuable for you. That relationship with your team. Now you moved into understanding who they are and you

worked through that blind spots activity which is amazing right that that blind spot activity alone.

Companies with the CEOs pay a lot of money to explore this kind of work. We don't need to be a CEO of a company to glean from this type of an activity. If you're willing to ask others for input in this area, I'm telling you the results will be worth it. Even the type of feedback that I've gotten from others that have done this blind spots activity. Yes, some of the content they did begin to feel a little defensive in their heart but they did what I suggested, not defending themselves and saying thank you. That conversation led to them reciprocating and then asking the same question, then strengthening that relationship. So it is likely that you will see fruit from your labor come from these type of questions when you're willing to do this kind of work with others. So you work through that first step and then you can conquer and go on to exploring other areas. And you can even bring this into your personal life. The most definitely apply it to your professional relationships. And some of you may have remote relationships and this kind of connection is even more important because you don't have a chance to see them face-to-face regularly. These concepts apply whether you're in a traditional face-to-face setting or in a remote virtual work team. These concepts will work for you. And then applying and understanding the upholder, rebel, questioner, obliger tendencies will be transformative for motivation and understanding the people on your team. And then the languages of appreciation. Then these tests will take you very short amount of time and have really really big results. So I wanna thank you for your time and for listening today and I wanna open it up now for some additional questions.

- [Fawn] Okay, we do have some questions coming in. The first is are there generational differences with this.

- Well, I know personally myself I don't subscribe to the concept that everybody who is of the same generation fits a particular mold. For example, my friend Joey from high school. Yes, we were born in the same year but we're completely different people and I don't think it's fair to put us in the same category, just because we were born around the same time. So I believe that there are some biases and things around that. Certainly there are a lot of shared experiences and people who were born 1950s, like my parents are gonna experience life much differently than my nephew who is eight years old. So I do understand there are certainly generational differences and experiences but I think it's very important that we still treat people as individuals and understand on an individual level people's motivation type, the four tendencies type, their individual language of appreciation and the book that I mentioned by Liz Wiseman "Ricky Smarts". That book addresses a lot of really cool concepts that when it comes to generations and I even say this to my current college students. You're gonna walk into your job after you graduate and you're gonna be the new kid on the block. May be full of creativity and bright-eyed and bushy tailed, but one day you are going to be that senior level person with 30 years of professional experience. And one that's you, how do you want the young kid who just graduated to be treating you. And then the same question for the people who are at the top of the professional experience levels. When you were a kid, do you remember what it was like to be new, to be the brand-new person coming on board and even if it's not fresh out of college, even just being the new person, transferring potentially from another department or another field or starting a whole new career. So to me I think the better question rather than worrying about what generation is this person I would be asking who is this person that I'm working with? What are they about? What motivates them? How would they receive appreciation? How do they communicate? How can I invest in them? What are their unique gifts? So that's how I typically approach those environments when it comes to generation. But the book by Liz Wiseman does talk about Ricky Smarts and there are a lot of good resources about generations out there that you could, that you could

approach. But my personal perspective is that we approach this from an individual point of view.

- [Fawn] Okay, very good. Another question I see here is, what are other questions that you see to help initiate the blind spot conversation with others. What other questions do you use to achieve that conversation.

- Absolutely, and I have thought through a number of ways and questions that can serve as guides. Or you can spend some time thinking about these on your own as well. But the one that I mentioned is, and I'll repeat that, and then I'll add some more. When I've been at my best, What did you see in me in terms of my behavior. How do I speak? How do I act? And that's a nice way to launch 'cause you're not asking them to say, go tell me what you think is wrong with me. But when I met my best and then you say when I'm at my worst. How have I behaved, how have I spoken, how have I acted. So we chatted about that but it's another reframe. And you can also ask, is there something about me or my behavior or an action that I don't see but is obvious to you. And then you see, 'cause people you might be testing it out to see how this goes, what their response is like, and it is gonna take a lot of your own emotional intelligence to work through these questions. Another question you could ask is, are there things that I've done that are not helpful to our relationship, that are not helpful to the mission of the organization, that are not helpful to our goal of, and then you say what our goal is. So depending on the nature of the relationship, you can ask that. What other things that I've done that are not helpful. Then you insert the situation. So I think, I feel it we do need to be specific in what we're asking for because if we just say are the things I've done that are not helpful. We need to define the parameters so that people can focus. And then another follow-up question is, once people have shared their answers, say they bring up a situation where they felt that your behavior wasn't helpful to the relationship you can say, okay I hear what you are saying. How can I help make that better for us? So now you're asking the person to make suggestions, to bring ideas

and then you get to hear and listen possibilities for growing that relationship, or improving that circumstance, or that that situation. It's hopefully, those give you some launching point. I'm sure that if you guys spend a couple of minutes thinking about too, you'll be able to come up with your own questions that are going to help build this trusting relationship. And by the way, the blind spot conversation. It isn't just a one time thing you know, to me, it's kind of like it will change in your car, you gotta do it pretty regularly. We don't have to do it every three months or every 3000 miles like we do for our vehicles but definitely it's a habit that you wanna get yourself into, I would say on a yearly basis to focus in on those relationships because we can move through a blind spot and then because we're human, another one can come on board to. So this is just one of those things that part of our humanity we keep working on. We keep improving on. And it will get even easier with time and people know we're open to feedback. People want to hear how to improve and we we make it safe to be open and honest with each other. So we're responsible for creating that environment. Hopefully that helps with the blind spots. I wish you guys the best with that 'cause that's tough, but worthy cause.

- [Fawn] I see one more in the queue here. Can you talk a little more about the three levels of self-esteem.

- Yes and and again that's from the work of Jenika McDavitt. She has a blog that's really amazing with lots of different psychological concept. That's also for people who are creative. So what she talks about is splitting self-esteem into these three areas that the global area, the situational and the task. And the global is this broad assessment of how we generally feel about ourselves and most healthy adults have a good sense of self-esteem in general. All right, so the self-esteem concept, it's not just this one thing that we can feel good in some instances and not so good in others. And that's why she's broken it up into these concepts. But in general, global self-esteem is how we tend to feel. The situational self-esteem is how do we feel about ourselves in a

particular situation. So you may feel differently about yourself when speaking in public, or being asked to educate other occupational therapists, then you do treating your patients or your students or your clients. So you actually may love public speaking, or maybe you don't. That to you does not feel good. You would rather be treating your patient. May be both excite you but the differences. We will feel differently about ourselves depending on the situation that we're in. And then the third one is that task. The specific task that we do so, for example, in occupational therapy maybe you've got a child with a condition that's particularly difficult for you to treat so the task that daily activity of working with a child who is nonverbal and at a low functioning level with autism, on the autism spectrum. Maybe with that one particular task you feel differently than when you're working on casting or people who have a motor impairment and that you're seeing some progress with. So those are the differences, the global, the situational and the task self-esteem.

- [Fawn] Okay. I don't see any more questions. So, thank you very much for your time today.

- Absolutely. It's been my absolute pleasure talking about leadership. it's something that I enjoy and I know this is an online course, and we probably won't get the opportunity to meet each other, but I would be talking about this with you even if we sat and chatted in a coffee shop one day. The kind of stuff that I believe makes a difference when it comes to investing in ourselves as leadership, being a strong positive growth minded influence on others that we serve or whatever level of influence we have. So thank you for your attention and again wherever and whenever you are when you check this out, I hope that it bears fruit for you in your professional life and even in your personal life. So thank you for participating with me and thinking through these concepts that are going to empower you to be a better leader even if your title is not the boss. Thank you.

- [Fawn] thank you so much. I hope everyone has a great rest of the day, you join us again on Continued and occupationaltherapy.com. Thanks everyone.