

# Foreword

*I have frequently seen people become neurotic when they content themselves with inadequate or wrong answers to the questions of life. They seek position, marriage, reputation, outward success or money, and remain unhappy and neurotic even when they have attained what they were seeking. Such people are usually contained within too narrow a spiritual horizon. Their life has not sufficient content, sufficient meaning; if they are enabled to develop into more spacious personalities the neurosis generally disappears*

**Carl Jung**

In the many workshops and development programmes I have run with thousands of participants I have seen many people put a focus on one part of their lives to the exclusion of the rest of their world. They blame either other people or the environment or themselves in that they feel worthless or powerless. And then they try to fix things by therapy or switching jobs or changing their relationships or learning new skills.

But we need to consider everything that affects us when we hope to change for the better. Our actions come from a combination of our personalities, the people around us, our abilities and what's going on in the world. If we do not look at all these aspects then our actions will not be successful. This is why Inner Leadership is so important; it enables each of us to be clear about what we need to do in all the areas of our lives to be successful overall.

Inner Leadership is an approach to looking at these areas through a combination of exercises and processes to support and encourage each of us in our own unique journey.

**Inner Leadership is about being true to yourself and doing what you need to do because it is right for you. It doesn't matter to the Inner Leader whether they have followers or not – their own inner vision is what counts for them.**

**It is about honouring and respecting yourself without the arrogance of certainty. And if the Inner Leader truly honours and values him or herself, then they will honour and value others as well.**

At the core of all of us – acknowledged or not – is a deep caring for and connection with all life. There are many obstacles, external, but more often than

not internal to reaching this inner base of caring, security and joy. Not the least is fear and following on from that the confusion that results from all the stuff we take on board from others that doesn't belong to us.

Our task is to understand and release the barriers that have blocked us, through no fault of our own, from being in touch with this source. Once we have done this, like clearing the clouds that stop the sun from reaching us, we can express our joy and caring for the benefit of others.

Inner Leadership is for those who want to undertake this journey to their source and to emerge back into the world as a true Inner Leader – one who cares and is strong enough to do what is right! This may or may not be a difficult or easy journey – that depends on what we need to let go of – but the final destination is one we will all arrive at – peace and joy and a sense of who we really are.

## Chapter 1:

### Introduction:

# How to Discover Your Inner Leader

*The highest reward for man's toil is not what he gets for it but what he becomes by it.*

**John Ruskin**

*If you do not go within, you go without*

**Neale Donald Walsh**

## How to Discover Your Inner Leader

For many of us our schooling or work is about success “out there” – to be measured by exam passes, money or by promotion. But also for most of us what really counts are our own feelings of success. What happens out there is important but we need to be at peace with ourselves and to live a life that feels meaningful and worthwhile.

To do this we need to realise that school is over! We are our own authority and it's the marks that we give ourselves that count most. Of course it is important to be aware of others and their views but in the end we need to live the lives and serve the purposes that we were born for.

This means developing our own sense of who we are and becoming the best we can be – for ourselves. And this is about the practical wisdom of life – not theory without practice. To do this we need to explore our inner world and what makes us truly unique.

No-one else can tell us that; they can help – but we need to listen to ourselves. And paradoxically we can do that best by listening and talking to others.

So specifically our Inner Leadership goals or intentions are to:

Let go of our fears and to live our lives fully as ourselves.

To love being with others regardless of who they are.

To wake up every morning with a zest for whatever will happen that day.

## Developing Inner Leadership

We can do this best by:

Celebrating and being grateful for whatever happens.

Letting go of trying to figure things out.

Being open to receiving.

Celebrating the uniqueness of each person, including ourselves.

It's as simple as that but of course getting there might or might not be so easy.

### **The Pathway to Inner Leadership**

This is not really a journey or pathway in the sense of a set of steps to be followed to get to a final destination. The route needs to be created by you as you work through the key areas of your life. The suggestion is that you start with looking at your life as a whole via Chapter Two and answer the Vital Questions.

From there identify which area you feel is most important to you and start with that; complete the other areas and then go to the final section Chapter Seven (Inner Leadership and Play).

So, after the Vital Questions and Living on Purpose, what is a key area for you? It is important to recognise that wherever we start we will need to revisit it after going through the other areas as it will be affected by them.

Someone looking for a career change might identify their skills, their values and the type of work and organisation that would be ideal for them as a start. However, because of the need to look at life as a whole the demands of their family might be more important than their career and, therefore, they would need to modify their way forward. For example many people hold back on job and location changes because it would mean disrupting their children's education.

A guide to the key areas follows. This is to give you a sense of what the key areas are and how they fit together before plunging into each area in depth.

### **Chapter 2. Inner Leadership: Living Life as a Whole**

The beginning of any endeavour is vital. Even though the Inner Leader may not know his or her final destination or be clear about their purpose they need to prepare and set a direction for their initial steps. We will use a variety

## Developing Inner Leadership

of exercises, visualisations and other work to help the Inner Leader begin to answer questions such as these.

What does Inner Leadership mean for me?

What is the balance of my head and my heart?

What are my answers to the vital questions? – My values, strengths and my companions?

How can I discover my purpose and then live it?

How can I change easily and joyfully?

### **Chapter 3. Telling My Story**

All of us have a unique story which is the way we view our lives. Sometimes the story may be very helpful but more often than not there will be elements which we need to let go of and we then need to rewrite our story to progress on our inner journey.

What has been my unique journey?

What roles and characters have I played?

What parts of the story still work for me and what do I need to let go of?

How can I uncreate my limiting beliefs?

Who are my inner heroes?

### **Chapter 4. Being Your Best**

So much focus is often on the negative – what we need to do to improve, be better etc. and we often take for granted all those areas that we are good at and tell ourselves, “well anyone can do that!”, when of course they can’t! Focusing on what we are good at and building on this gives us confidence and strength and the potential to be brilliant at our own unique contribution.

When I am at my best I am like...

What are my unique strengths and talents?

How can I develop and use my strengths?

What’s the right work and organisation for me?

## **Developing a Practice**

A practice is a daily set of disciplines (discipline originally means learning not painful processes!). By developing a practice along with other companions we can make our journey both fun and meaningful. So the key question is:

What do I need to do daily for my own growth, peace and joy?

## **Shadow Work**

There is the other side to being our best of course – the “Shadow”. The Shadow is only that which has not yet been brought into the light – and as Robert Johnson, a brilliant Jungian analyst, has said: “Shadow work contains Inner Gold. By shining a light on those parts of ourselves that contain our deepest fears or anger we can transform them into our service.”

What is my shadow? The inner barriers I have? My Inner critic?

How can I turn this to gold?

What inner work do I need to do?

## **Chapter 5. Companions**

Jung once said: “It’s never a question of what; it’s always a question of who!” Other people are the arena for our growth and both trials and joys. We need to treat others as ourselves with respect and care, but that doesn’t mean staying in relations that demean us.

Knowing what is needed from relationships will help the Inner Leader be with those who support and lighten their load.

What do I need from others? Significance, Control and Love?

Who are my companions?

Who lightens my spirits?

And how do I attract those I love being with?

## **Discovering the Masculine and Feminine in each of us**

Jung talked of men containing an inner feminine and women containing an inner masculinity. These are complementary energies that need to be balanced and used positively for the Inner Leader to be complete.

What do I need from my “other” side?

## Developing Inner Leadership

What does love mean for me?

What are my blockages to receiving and sharing love?

How do I work with the masculine and feminine sides of myself?

### **Chapter 6. Leading Organisations**

We all live and work in organisations. The simplest definition is a group of people with a common goal. So a family is an organisation. However, we all have preferences for what type of organisation we like to be in – whether at work or socially. So we need to understand what works for us.

What type of organisation is best for me?

What values must it have for me to be happy?

How can I lead at my best in organisations?

What teams do I enjoy being part of?

### **Chapter 7. Inner Leadership and Play**

We cannot isolate parts of ourselves from other parts – all is an interconnected whole. This wholeness is our Self – the Holy Grail of our journey. And key to reaching this is play, fun and artistry – our own creativity in whatever way we express it!

What is my inner source? My inner artist?

What do I love playing at – and with whom?

How can I be guided by my wiser self?

How can I be truly happy?

How can I release my fears, hopes and judgements so I can be whole?

### **Chapter 8. The Selfdom Model**

The Selfdom Model is a framework for looking at all the aspects of ourselves and all the interconnections we have in our inner world. Through this we can build a strong inner sanctuary for ourselves to guide us in our journey.

## Developing Inner Leadership

How can I discover my Inner Leader and recover my own power?

How can I develop my own voice?

### **Inner Work**

Inner work needs to be done gently and patiently, allowing understanding to emerge – as Jung said, allowing stuff to cook slowly! We can divide this work into three stages:

1. **Personal Preparation** – reviewing history and development areas through developing calm and inner peace through reflection and becoming aware of your real needs (not wants). Then allowing yourself to let go of past limiting beliefs and enhancing your awareness.
2. **Building your own Practice Toolbox** – looking at tools and processes that will develop inner strengths through ways you most resonate with.
3. **Daily Practice** aimed at being authentic and developing flexibility of thought and action.

### **“Soft Thinking”**

“Soft Thinking” is about allowing our unconscious which is often represented by an elephant (simply because it is so large and powerful) to absorb and react rather than just relying on our conscious mind (the rider of the elephant!)

Picture yourself riding the elephant and commanding it to go in the direction you want it to go. It’s pretty obvious you can only suggest directions for the elephant, the real power lies with the elephant. And, as we shall see, the elephant mind responds more to images and metaphors than straight forward logic and analysis. In other words you have to be kind to it and to yourself as the “elephant”.

This image of the rider and elephant is a good one to keep in mind in any change and applies equally to other people as well and explains why although our rational mind may decide to do something positive such as eating healthily the “elephant” continues with its old habits.