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# SAMSKARA

EXPANDING CONSCIOUSLY

## An Open Conversation about Arrogance

Bob Anderson

### Making Complex Things Simple

Lisa Bodell

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### Women in Leadership

Virginie Boucinha

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### Meeting my Arrogance

Deepa Natarajan

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# Editor's Note

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**We are at a time where we notice flowers blossoming. Yes, spring is here. A period that brings hope. I see hope for something new in life in the horizon.**

And with that comes a certain grief for the past. A time for something to end and new life to emerge.

I stay open to the question: What needs to end? What things need to end in the work I do and in the way I live?

Reset is all about closing one chapter in our life and opening another. Closing some habits to form new ones. Closing some ways of working to foster new ones. Closing the hatred and anger for inclusion and creativity. Closing silos for collective responsibility to emerge.

What need to come to a closure for you?

This is exactly why Bob Anderson from The Leadership Circle and I had this lengthy interview to explore the nature of Arrogance. I know this exists in me and time has come part with a little bit of it. See my story in – Meeting my arrogance.

At a more practical level Lisa Bodell an award-winning author and CEO of FutureThink Share practical insights about killing a stupid rule to bring simplicity in organizations.

With #IWD sharing insights from an inspiring leader like Virginie Boucinha, CFO at Sanofi, is critical to shift the orientation to create a more level playing field for women and men in today's world.

Please take time to comment in the LinkedIn Post and enjoy the insights from Bob Anderson, Virginie Boucinha, Lisa Bodell and myself.

Let's come together more than we imagine we can.

Live your potential and live fully!



# Arrogance: Triggers, Awareness & Responsibility

**with Bob Anderson**

Bob Anderson has been a pacesetter and thought leader in the field of Leadership Development for over 30 years. He is the Founder, Chairman and Chief Development Officer of The Leadership Circle and Full Circle Group. Bob has co-authored two books, “Scaling Leadership: Building Organizational Capability and Capacity to Create Outcomes that Matter Most” and “Mastering Leadership: An Integrated Framework for Breakthrough Performance and Extraordinary Business Results”. Bob has dedicated his career to exploring the intersection between leadership and personal mastery, and between competence and consciousness. Bob created The Leadership Circle Profile, a 360° assessment used by organizations the world over to measure the effectiveness of their leaders. I’ve used this tool many times over the last years, and I think I use this tool almost every single time I work with a leader for coaching. It was an honor to speak with Bob about arrogance, a topic we don’t normally face head on.



### Deepa

Bob, thank you for agreeing to have this conversation with me about arrogance, a subject that most people tend to avoid speaking about. We all identify arrogance in different ways. **How do you identify arrogance?**

### Bob

My first thought is- is your question about how do I identify it out in others or inside myself? This is an important starting place for a discussion of something delicate like arrogance. **It's easy to put the problem over there and say that person is incorrigible or I can't work with them. But let's remember this principle - take the log out of your own eye first. Ask yourself - Do I see arrogance in me?**

### Deepa

That is so true. **I need to see it in myself because it exists in me.** But this can be hard when my starting point has always been to identify it in others.

### Bob

Yes, that's where we start. I have only just seen it in me. I'm 65 and only saw it within the last few years. Prior to that, I could only project arrogance on other people. I would catch myself saying or thinking, **"This person is arrogant" or "I can't work with them."** That's my reaction to seeing in them what I'm not willing to hold in myself. **I'm not really in relationship with that part of the other person because I can't be in relationship with that part of me.** I disown that part of myself and I think I don't have it. Only those outside of me can have arrogance.

### Deepa

I'd like to share an example to make it a little bit concrete. A few years ago, I was very happy to start coaching a team of 10 top leaders in an organization. My first meeting was with the CEO. I walked into his office and was surprised to see him sitting with his feet up on the table. This was surprising to me because of my Indian culture, we see the table as sacred and would never put our shoes on it.

That was our first meeting and I immediately felt arrogance. As the meeting progressed, I realized I was feeling more uncomfortable because his physical mannerisms were making me feel like I was not equal to him. It felt like we could not have an open discussion because he was not willing to make space for me.

### Bob

What did that trigger in you?

### Deepa

I left the meeting feeling powerless. I knew that this CEO trusted and respected me. He let me work with his team in the way I saw fit. And yet, there was discomfort because I didn't feel an equal level of power with him. That is what was triggering inside me. And so now I wonder how is that related to my own arrogance?

### Bob

There's a part of you which wants equal power. **What's at risk if he has more power than you?**

### Deepa

I wouldn't be heard. And what's at risk if I wouldn't be heard? We wouldn't get through the project if we didn't listen to each other.

### Bob

Right. He won't listen to you. He might not take you seriously. The project will fail. This is all happening in your discomfort.

### Deepa

But I couldn't see it then.

### Bob

No, of course not. You're in the middle of it. Now I can't say exactly what this is saying about the arrogance in you. **Instead you need to take a look at yourself and get curious about what happened. Take some time and reflect - what did I make up about the situation and how much of that is actually true?** In a lot of what you have said so far, it sounds like he was respectful and listening to you. So how much of what you were thinking was actually true?



## Deepa

That is absolutely right. Everything is an internal narrative going on inside of us. **It can be hard to see through the narrative we make up when we are in the moment.** Sometimes it takes time before we can see these situations clearly. There are definitely certain situations we walk into and immediately feel a shift in power, for instance when you go to the doctor's office. It is easy to hand over all of the power to the doctor because they are the expert and we are searching for answers.

When I was eight years old, I was punished at school. In those days when you were punished, you had to go stand outside of the class so that everybody could see that you're the one who was punished. It was humiliating. While I was sitting there, two sisters walked up to me. One was the principal of the school and the other sister was Mother Teresa. **The energy of the corridor completely shifted.** I stood up and said "Good morning, sister." She put her hand over my head and she said, "God bless you, my child." I felt this wave of energy. She brought with her such humility that I never felt that positional authority, like when you go to a doctor's office or when I encountered the CEO with his feet up on the table.

## Bob

Wow. You experienced a very high form of power. **What a beautiful thing in the midst of a shaming exercise.** You'd been banned from class and everybody could see that you had been punished. And you are met with a blessing.

## Deepa

No space for arrogance there.

## Bob

No, there isn't any but there is tremendous, transformative power. So to bring this back to your story of the CEO. I remember early in my career I was meeting with a CEO too. I remember thinking this is a really big opportunity for me and I need to be on my game. I also felt like I needed to present a certain persona in order to be seen as credible.

## Deepa

Exactly. I remember I was wearing high heels that

I was not used to and a nice outfit so that I would present this persona to be seen in a certain way.

## Bob

And another part of this situation is that you don't have equal power. There is truth in that. He has all the power, you're a consultant. He decides when the project or conversation is over.

## Deepa

It takes a certain amount of time for us to realize that our sense of identity is so tied with this image of how we need to be seen, how we need to be spoken to, how we want to be greeted, or how things need to be done with us. We've tied ourselves to a certain notion of identity based on statuses - what car I drive or how much money I make. And we have learned it unconsciously.

## Bob

**You cannot not learn it. It's just part of the natural evolutionary process.** First we develop an ego identity and we attach a lot of things to that. This is what makes me me, and this is what makes me feel safe or good or successful. And we come by that honestly, and it takes us a long way. The beauty in it is we pack our gift in it. We build our ego right around what we're most talented or most innately gifted. For me, one of those things was ideas and innovation. Every time I would put out ideas and have my ideas taken seriously, I felt pretty good. It gave me the external validation I needed to build up my ego around this gift of ideas.

## Deepa

You realized that your words have a lot of impact and meaning. How did it feel when you first came across somebody who didn't listen to you?

## Bob

Like you, it was more than uncomfortable. It was devastating, but I probably wouldn't have admitted that. I react in two different ways. I either get angry and aggressive or I go small (complying is the language we use at The Leadership Circle), because underneath is a fragile boy who wants to be seen. Either way, on the inside I'm angry at being powerless and not being seen. **These are universal dynamics**



**in us, in relationships, in teams. And they are going on all the time, in every meeting.**

### Deepa

I use the Leadership Circle 360 Assessment with many high level executives. Of all of the dimensions included on the assessment, arrogance seems to be the hardest for someone to digest and accept. They feel as though their colleagues did the assessment wrong and they need to go confront them to ensure they are not truly arrogant.

### Bob

Exactly. **People don't want to realize that they can be arrogant, they want to place the arrogance on others.**

Let me tell you a story about a coaching I had with a senior executive. I walk into this little room and he's got his head down, his 360 materials are in front of him. He doesn't even look at me. I sit down and he pushes the materials to me. He says, ***"Tell me about this arrogance crap."*** That was how he started the meeting. I tried to explain arrogance to him and he was not understanding or seeing himself as arrogant at all. So finally I decided to playback for him how it was for me to walk into this meeting, without him acknowledging me or even saying hello. That hit him. He realized what he had done and then it clicked. His whole countenance changed and he realized how his work persona was giving off this sense of arrogance. **Even a look on your face can create an impact for your team.**

Here's another example for you. I was working with a CFO who was going to get fired if he didn't shift this pattern of being very critical and harsh on people. I referred him to a consultant who would do a very intense and deep dive with him. He came back from that day and said that it was profound. He went on to tell me this story of how his parents decided to give up his sister and him for adoption after deciding they didn't want to have children any more. They ended up being split up, being adopted into different families. He ended up in a family of alcoholism. He decided in that moment that he would survive and would be somebody important someday. He also decided that he would never let anybody get close to him again. It's a beautiful story

because he did survive and he did make something of himself.

### Deepa

And it's a great reminder for all of us to be compassionate with the hard stuff that we see on the outside. It's so easy to jump to the conclusion that this is a difficult man or woman to deal with.

### Bob

**The thing here is, they're not difficult. They're raising a difficulty in me.**

### Deepa

Exactly, and I decide that my trigger is normal. It is what will always be, instead of realizing that it is not the baseline.

### Bob

Right. I'm justified in my reaction, my anger, my frustration.

***"You are not normal, I am normal."***

And so the way we meet that with compassion or with the grace that Mother Theresa met you with, is when we've plumbed the depths of that trigger or difficulty in ourselves. And then there is no arrogance. We can meet and just be present, have acceptance.

**This is a leadership conversation.** In other words, how do we meet - as leaders - these different personalities in a way that allows for the conversation to not get derailed or cancel each other out, but to actually open up into a higher level of connection, a higher level of listening, and a higher level of idea creation. We can't do that if we haven't become a student of our own reactive tendencies.

**It's not who we are. It's how we're not who we are.**

Here's my story- I'm in a fight with my partner, Bill. I'm way into my reactive side. I'm angry and in defense mode. And there's also an underlying sense of fear because, as the two founders of the company, it would be really awful if this fight ended badly. After a few days, I finally thought - I wonder if maybe I'm part of the problem here.



## Deepa

It's such a brilliant question to ask ourselves. **Am I part of the problem?**

## Bob

What's this problem forcing me to learn? If I learned it, the problem would actually dissolve.

Well, here's what happened. I went to the woods and I was really angry about this fight and problem with my partner. All of a sudden I got this huge insight - I am my ideas. These ideas are me.

This insight made me realize that I was the arrogant one and I had been accusing him of being the arrogant one. Wow. I had been holding myself this way in the company, not just in this particular situation. Now I understood that the core identity hook was I am my ideas. These ideas define me. They are me. And so when you criticize my ideas, that's dangerous territory.

## Deepa

Because if your ideas are not accepted, then you are not being accepted. You're getting rejected. It is so hard to separate your gift of ideas from your sense of self.

## Bob

**It is my sense of self. I am this, this is me. But it's not true.** I had been leveraging this belief my whole life. I made a whole career on it. It is a gift and it's been a gift that's made a difference in the world. So this is the other side of arrogance is right at the core of it is an extraordinary gift. This is true of any of the reactive tendencies. When I'm identified with arrogance, it cancels out the gift. Only when I could see it in me, I can actually get to the core of where that got set up. Then I can meet this arrogance with compassion, in myself and in others.

## Deepa

Absolutely. There's so many key things that you've mentioned. It's just phenomenal.

**Here's a reminder for our readers - when you get triggered, the first question to ask yourself is, "Where am I arrogant?"**

Ask five people or do a leadership circle and find out what's happening with your leadership. There's a gift simply in asking people, **"When have I come across as being arrogant?"**

## Bob

Yes, and also ask what's the impact of my arrogance? How does that impact you? You'll learn a ton, if they're willing to tell you. And make sure you shut up and listen.

## Deepa

There can be this need to justify this behavior, because like you said there's a strong gift within. But how do I bring the gift across without arrogance?

## Bob

Right. You really know this territory in yourself. And so it is easier for you to meet leaders with arrogance with more compassion because you have dealt with it yourself.

## Deepa

I asked myself the question, why are these kinds of leaders attracted to me? I started looking back at the last 10 years of data and every single leader that I've coached is high on the arrogance tendency. And it hit me. It's because they identify with the gifts that they see in that trait; they see our similarities and can connect with me.

## Bob

Absolutely. So it is a gift that you can give them. One of the gifts of arrogance is 'I won't play small'. There is a lot of confidence in it.

## Deepa

A few days ago, I met this leader and I said to him, you're not going to get investment. He said to me, How can you say that? I said, I'm telling you the truth. And that's what they like about me is like someone who knows and gets to the bottom of things quickly. And at the same time, that can very quickly turn into an arrogance.



### Bob

Yes. My partner, Bill, has a lot of power and arrogance as well. What makes him so successful is that he gets immediate jurisdiction with leaders. They feel that resonance, they get it right away, the very thing you're describing. And so it's a gift, but you're right. When you're identified with it, you can overlay it and then it gets in the way.

**When speaking about arrogance, it is really important to say, we have to explore the gift of this because it is a tremendous strength and the problem is not the strength. The problem is I'm identified with it and that takes me too far.**

### Deepa

Absolutely. You're reminding me of a person who said to me the other day, ***"I have open office hours, anybody in the organization can come and meet me."*** And I said, ***"That's great. Do people show up?"***

The answer was a lot of times no. So what's happening? Their response was

***"Well, they're afraid of me, but I'm not afraid of them."***

**Here is what they need to ask themselves honestly-**

- How do I open my doors to allow my colleagues to feel safe?
- Where do I see arrogance in me?

And so let's revisit two main points we've discussed when we are faced with arrogance.

1. Ask for feedback: Ask how people perceive your arrogance and what impact that it has on them.
2. Realize that your life story has led us to become a certain way. We need to dig deep down to understand what drives our behaviors and what drives us to be the way we are.

### Bob

And I would suggest that we do that with a great deal of reverence as you were met by Mother Teresa, because these are actually sacred stories.

**We are not digging deep in order to fix anything within us, we are digging for awareness so we can clearly move forward and see what's next for us.**

This is sacred work and not a fix it project.

And the other thing I would ask -

**What is this in service of? Why do I want to look at my arrogance?**

It is not the most pleasant thing to do, unless there's something higher that I'm trying to bring into my work or life. It could be something like - I know I have to engage with a higher level of presence and invite my team to a more collectively intelligent conversation where we get synergy instead of dumbing down the conversation. If there isn't something like that that is pulling me, then I won't do it. **There needs to be a bigger sense of purpose that I can commit to, which will help me stay when things get hard.**

### Deepa

And when that pull is there, then I'm willing to ask myself these questions-

- What needs to die within me?
- What do I need to let go of?
- Where do I reset?

### Bob

In the Hindu Trinity, there is the creator, the preserver and the destroyer. For anything to transform, all three functions need to be in play. You have to bring forth and preserve the best of what has been. **Examine the gift and see what needs to be destroyed, in order for something new to arise. A higher order form of that same gift.** Those three functions are the churn of evolution. Evolution in the universe would not happen if there wasn't a destroying function.



### Deepa

Absolutely. I remember my husband asked me this question, 'why do you worship the destroyer?'. And it's because we need to destroy the anger, the hatred, the violence, the jealousy.

### Bob

The self that you are now will die for a higher self. You can't get there except through the dismantlement of the old. We go through a metamorphosis like the caterpillar who breaks down and becomes a butterfly. That is the process. It doesn't always feel good, but the destroying piece is important.

Like Picasso said, **"Every act of creation is first an act of destruction."**

### Deepa

**My invitation for everyone is to not run away from suffering and pain.** We have so many techniques today to numb our pain and our suffering, but don't numb them because going down that path is what allows all of us to transcend down and see what needs to die and be born into something creative and more collaborative.

### Bob

Here is a poem to inspire your journey.

## This Swan by Rainer Maria Rilke

*This clumsy living that moves lumbering  
as if in ropes through what is not done,  
reminds us of the awkward way the swan walks.  
And to die, which is the letting go  
of the ground we stand on and cling to every day,  
is like the swan, when she nervously lets herself down into the water,  
which receives her gaily  
and which flows joyfully under  
and after her, wave after wave,  
while the swan, unmoving and marvelously calm,  
is pleased to be carried, each moment more fully grown, more like a queen,  
further and further on.*



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**Let's talk**



# Making Complex Things Simple

with Lisa Bodell

**Why do we need to bring simplification into our work?**

The goal of simplification is to do more meaningful work. To get to the work that matters. So many of us are drowning in work that is not useful. When you look at your calendar, what is it filled up with? There are probably a lot of meetings that fill up your workdays. And what do you do when you get a short break from meetings? Catch up on emails? Pick up your phone?



Now take a minute and think back to the time when you were hired for your position. What was the job description? What got you excited to accept the position? Now think about what you accomplished at work today. Did it include any of the description that you were originally hired to do? If you said yes, good for you! Sadly, many of us probably said no. This is an unfortunate side effect when joining an organization when the culture is not set up for transformation and change. New hires come in with the best of intentions to deliver change for the organization, but they have to meet the organization where the organization is at and many times the culture they walk into is too hard to change. And so they get caught in the social conditioning of sitting through all of the meetings (even when it is a waste of their time) and answering all of the emails (because what assumptions would be made if no emails were answered?).

What I love about Lisa's approach is that she is all about **finding simple ways to get back to doing meaningful work**. And where there is meaning, there is purpose and passion. Imagine if your company established one day every week to not have meetings. Do you even know what you would do? In the world today, I often get the feeling that managers would not know what to do with themselves if they were not sitting in meetings or controlling their inboxes. What would happen if managers actually took the time to create strategy for their teams? What if managers invited their team to take co-responsibility for the goals and outcomes?

This idea of collective responsibility is one of the top qualities I believe highly driven leaders need to lay a foundation for. Most highly driven people often get caught in a cycle of being the sole problem solver. Everyone who works with you knows that you can solve any issue that arises, but the downside of that is that those around you are either too nervous to mention their idea or they just assume you will always have the answer and sit back in meetings. Instead, it is important to create co-responsibility so that your team does not get stuck in one perspective. Co-responsibility enables creativity and innovation.

One way to start to cultivate this co-responsibility is to use Lisa's activity, "Kill a Stupid Rule", with your team and organization. In this exercise, teams or departments gather together and question the assumptions around how everyone is working. Everyone evaluates how they are working and decides on "killing a rule" that is found to be wasting time or making a process more complex when it didn't need to be. Now this can be a bit tricky because so many people think that the tasks they do identify them as a person; egos come into play. It is important to acknowledge that no one is killing a person or killing a person's idea. It's good to note that some rules were created in different times and while they worked when they first were created, they don't work with the environment you are working with today.



## “Busy has become a new viral disease.”

Here is a warning about using this exercise, the goal is to get rid of pointless tasks so that you have more time for meaningful work but our work culture has become so enthralled with being “busy” that when you take away mundane tasks and unproductive meetings, some people will not know what to do with themselves. They will have open time in their calendars and not know how to be productive with it. So it is a good idea to brainstorm how are you going to use the extra time you are given back after killing the stupid rule. Set yourself up for success so that you don’t fall into another trap of finding another task to fill your time. What is the meaningful work that you need to be doing?

## The Side Effects of Complexity

Complexity not only wastes time and money, but it affects your culture and ethics as well.

***“Culture is the work you do every day, so if the work you are doing are meetings and emails then that’s your culture and that is not inspiring, you will lose people.”***

Complexity provides a way to hide. On the other side, simplicity provides transparency and gets rid of organizational politics because there is nowhere to hide. Getting back to simple will actually help you sort out who your good employees are versus who are the ones who might be always creating complexity in order to hide their own shortcomings.

## Bring Simple Back, Improve Employee Wellbeing

Since complexity is such a time suck, this takes away our wellbeing. Bringing simple into your organization will automatically increase employee wellbeing. It will feel like a breath of fresh air for everybody. Imagine deciding that weekly staff meetings are not needed? Or there is a “meetingless” day in a week? Or certain processes and rules are cut back? All of these examples will promote engagement and co-responsibility in your organization.





## Top 3

# Behaviors for Encouraging Simplicity

01

Give people the permission  
to question how we work

02

Give people the permission  
to say no

03

Streamline decision making:  
Get people to take risks!

There are a lot of easy ways to get time back for your valuable work! Keep asking yourself, who and what are you saying yes to?

## Ideas from Lisa to get back to SIMPLE in organizations

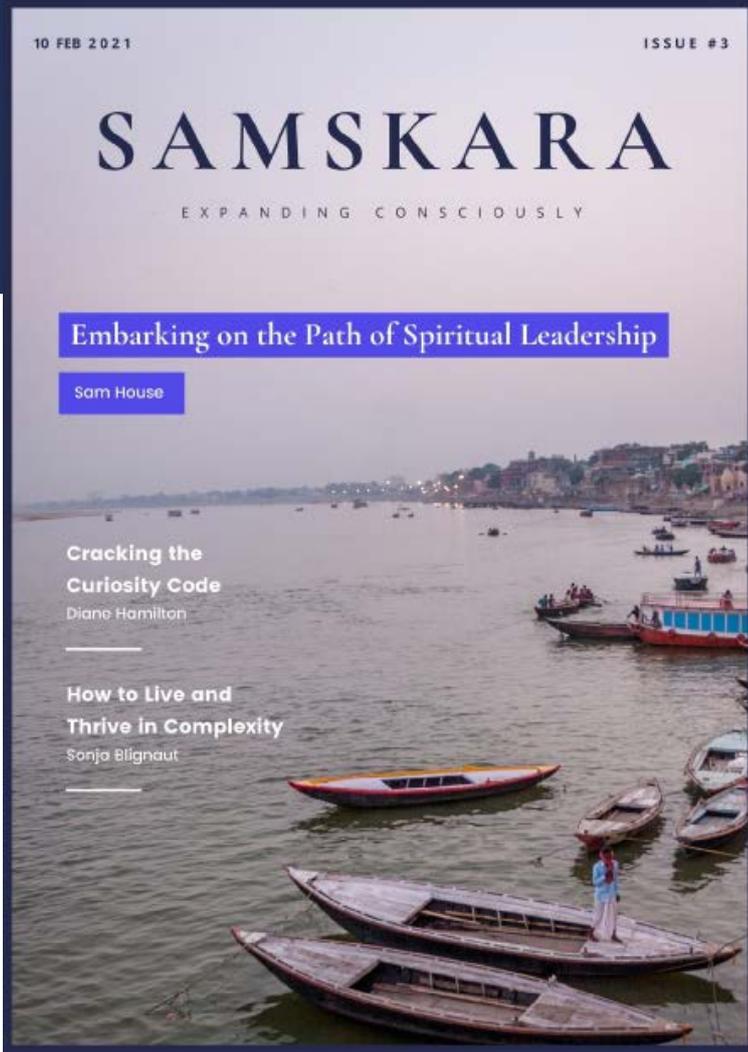
- **Take time** to stop and analyse processes and rules that are not serving you.
- **Connect** to the heart of the work and give yourself permission to voice your opinion about those unwanted meetings.
- **Don't jump to assumptions**, instead give your colleagues the benefit of the doubt when they don't immediately respond to your email.
- **Ask yourself** what complex process is creating comfort in your system and name the fear that is driving it.
- **Take risks!** Challenge the status quo.
- Top level executives must set the example of taking risks and taking complexity out of the system. This gives permission for the rest of the organization to do the same.
- **'Kill a stupid rule' exercise** - remember to look at the rules that you adhere to each day, not only the rules in other departments.
- Instead of changing tactics, you must change behaviors.
- **Do a calendar audit** - think about how many meetings you may not be needing to attend per week!

## About Lisa Bodell

**Lisa Bodell** is an award-winning author and CEO of FutureThink. She was recently selected as one of the Top 50 Keynote Speakers in the World. As a futurist and expert on the topic of innovation and simplicity, she serves as a global council member of the World Economic Forum, and has helped thousands of senior leaders ignite innovation at Bloomberg, Pfizer, Lockheed Martin, and more. Check out her website- <https://www.futurethink.com/> - for free resources.



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# Women in Leadership

with **Virginie Boucinha**

In celebration of International Women's Day 2021, I wanted to revisit an inspiring interview I had last year with Virginie Boucinha about her experience of being a woman in Leadership roles. Virginie is a confident, generous, and humble leader. She is the Global Transformation Office Head at Sanofi. She has over 15 years' of experience being in corporate leadership roles. There is more to learn from [Virginie](#).

[Listen to the entire episode here](#)



## Connect at a deeper level.

When working in India, Virginie learned Hindi. This is a big commitment! But at the center of why she did this was to connect with those around her. You don't have to learn a new language, but always connect with your colleagues and try to make it a little bit personal so that they feel seen, heard and valued.

**QUICK TIP:** Don't separate your work life from other parts of your life. Integrate all of them! You are the same person no matter the setting.

## Try new roles.

Virginie has always been trying new and exciting roles that present different challenges. She credits this to a lot of her success in her career. She never got to a place where she was stagnant or stuck. She was willing to put herself out there and explore new horizons. Don't be afraid or hold yourself back because you've never done it before. Getting out of your comfort zone is not easy. Try it out and see what happens!

## Be confident in you, your abilities and your ideas.

Virginie expressed frustration when changing positions and being questioned if it was the right position or if she could take responsibility in the role while having 4 children. You have to stand tall in yourself and not question your abilities. Of course you can get the job done! Don't let stress tell you what you can and can't do.

**QUICK TIP:** Women can feel overwhelmed with the fear of what others are thinking of them and hold back their thoughts or opinions. Get over that! Voice your opinions and don't think about how others might judge your ideas.

## If you want to be heard in meetings, try these 4 different ways.

### 01 Use humor.

Humor is a good way to shift the energy of the room.

### 02 Talk about the elephant in the room.

Dare to say what is not being said and bring focus to what is important.

### 03 Speak about hard topics.

False harmony doesn't build performance.

### 04 Build alliances outside of the meeting room

Meet people outside your organisation and create your tribe.



## **Embrace “AND” instead of “OR”.**

Many cultures have placed women as caregivers. As more and more women have entered the workforce, these cultures have questioned “How can you be a good mother and hold an executive role in your company?”. This can plant doubt into our minds and make us think that we have to pick being a mom or being an executive. As Virginie says, we can do both. And it is important to accept all parts of ourselves.

**QUICK TIP :** Remember that life is in cycle, so look ahead and see what projects and goals you have over the next 3-6 months. Being prepared will keep you confident in your choices of where your time is being spent instead of feeling guilty.

## **Surround yourself with a great support system.**

It is so important to find a support system who cares about you and wants the best for you. In these people you will find encouragement and candid feedback. Because your system knows and loves you, they know when you are doing your best job and when you are not in line with what you are hoping to accomplish. It does not have to be many people, but it is critical that you have a handful that you can check in with and feel really supported.

## **Remember - there is more to success than just having a title or a salary of a certain amount.**

Society often tells us the story that we have to be earning XX amount of income or driving a certain car in order to be successful. But this is a lie. What is most important is to find out what fulfills us, and this leads back to finding your purpose. What is the impact that you want to have on those around you? How do you want to inspire others? And remember that this is for all parts of you, at work and at home, as a CFO and as a mom, as a colleague and as a friend.

At the end of the day, humans want to create partnerships. We look for connection. Building these true and meaningful relationships is the most important piece of life, not the paycheck you take home. Take your time and invest it in people. And remember that you are a person who deserves time invested in as well!



## Meeting my Arrogance

with Deepa Natarajan

If my vulnerability can serve you, I want to share my personal story.



In 2016 I was in a leadership program where I got feedback from other participants. As I was listening to them, I felt the earth beneath me sink and my chair just fall apart while I was listening to statements like .....I am arrogant, I worked like a heat driven missile, I could be softer, more relatable....etc.

I remember I took my car after the exercise and left the place with an excuse to get to a pharmacy for another participant. In fact I just needed some fresh air and the thoughts in my mind then were...

### ***”What do they know about me?” “I am better than they think I am”***

24-hours later I reached out to my husband and asked – if the feedback had any truth. To my dismay he said they resonated with him. I came face to face with that reality.

When one person tells you, your shirt is stained on the back, you don't have to turn back, but if 7 people tell you that you have blood on your shirt, it's time to take a look. And that is what I did.

I reached out to a Spiritual Coach near New York. That was the beginning of a journey where I realized how my need to achieve results had driven my behaviors to the extreme.

That journey I took with him is why I do what I do today. He handed down ancient wisdom that lit my spirit at a deep core level. I started to wake up and bit by bit I started to see the world through a completely different lens. I was changing and growing simultaneously at lightning speed. For the first time, I started to understand the true meaning of freedom.

Freedom of the mind.

What I want to share with you is that is how I came to understand the true meaning of finding balance. A theme emerged for me.

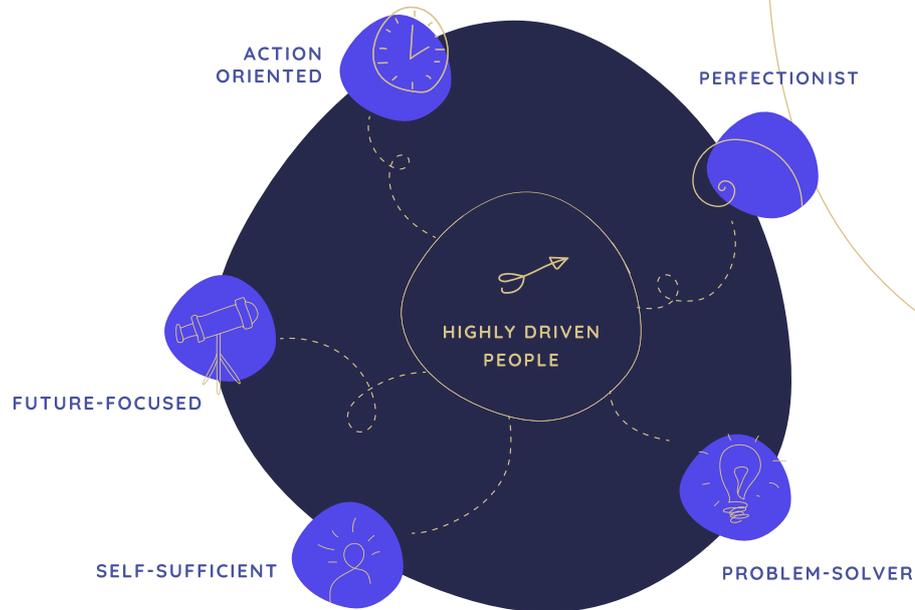
**A quest to achieve the success I desired whilst integrating a better quality of life was born.**

Like an engineer I started to analyze and breakdown pieces in me and patterns emerged quickly, and I saw my clients had similar patterns.

I was attracting people just like me.

That is how the model of Rethink Leadership was born.

That journey with my coach took me inside myself where I started to unpack the different traits, the 5 traits of highly driven people.



I was all of them.

Action-Oriented, Problem-Solver, Future-Focused, Perfectionist, Self-Sufficient.

After my journey with him, my mission became clear, I realized my purpose was to help other people find peace and freedom within them.

I felt that separation far too long. Where I felt I was my results. And I had to prove and do to feel worthy of myself. I was chasing one goal after another like a heat driven missile or at least that's how people saw me.

So, I spent 3 years designing my frameworks because I wanted to create an outcome-driven solution that worked every single time with every highly driven person.

I want my clients to experience ...

***The freedom of the mind, where self-acceptance and self-authority comes without any outside evidence.***

As an engineer, I knew I could digitize my methodology with ease and grace. I had 10 years of coaching experience residing in me and 10 year as an IT professional.

This is not only a journey for individuals, but also a journey for collective systems to harness the power of balance that comes from integrating the duality of

Action and Stillness, Perfectionism and Reset, Future-Focused and Presence, Problem-Solving and Co-Creation, Self-Sufficiency and Collective-Responsibility

I share this here, because I want you know that is way to be successful by bridging the gaps between the 2 poles.

You might want more collective-responsibility or co-creation in your system, the bridge between is not a leap of faith.



It is a bridge between the 2 poles is a journey, a journey that involves your personal commitment and willingness to seek harmony for yourself and create that in the system around you.

This is journey of finding success that you desire with ease of being and grace.

I always say to my clients ***“The potential is there within you, all you have to do is remove those unwanted layers and meet you. It’s up to you to show up”***.

Are you ready to rethink the way you lead and challenge your habitual patterns?

So, to all the highly driven people reading this article:

**Let your drive warm your soul and not consume you**

**There is no race, no place to go but be here**

**The time has come, to come home, to come home to yourself**

**To the unique manifestation of creation that you are**

**So, you may embrace the potential that exists in you.**

**Until next time, I wish you nothing but success.**

**Deepa** is a leader in the field of change helping highly driven corporate professionals & entrepreneurs in leadership roles find success and wellbeing in their whole life.

She helps leaders rethink the way they lead by bringing eastern and western practices in service of transforming lives. She has developed a proven methodology to help leaders get unstuck from old patterns and habits that don't serve the challenges they face.

Bringing passion, purpose and interconnected ways of working with a holistic approach that helps lead with soul has been her motto.

In the last 10 years she has inspired 2250+ leaders across 30 organisations and is 100% committed to success.

Prior to becoming a coach, she managed international teams, projects and budgets in various countries. She has worked in the IT industry for more than a decade and brings her experience to digital transformations to take highly driven individuals and teams to their next level of leadership.

**[Contact Deepa](#)**