



## Welcome

We hope to surprise you this month with some newsworthy snippets of information that you genuinely won't find anywhere else. Now, if that's caught your interest ..... read on

## Contents

- 1 Authentic Leadership Research
- 2 6th March: Thinking Styles® Conference and Masterclass for Licensed Users of Thinking Styles
- 3 Managing your energy: are energy vampires sucking the life out of you?
- 4 On top of the world at the bottom of the world!

### 1. Authentic Leadership Research

As many of our regular readers will know, Fiona is currently undertaking PhD research into the area of Authentic Leadership and is working with the RAF Leadership Centre. She is currently in the process of collecting data in order to design an Authentic Leadership Questionnaire and she needs your help!

Please help her by giving up 10-15 minutes of your time to complete an on-line survey at:

[http://www.surveymonkey.com/s.aspx?sm=VPOLIgGqSfjXpyAY\\_2bP53nw\\_3d\\_3d](http://www.surveymonkey.com/s.aspx?sm=VPOLIgGqSfjXpyAY_2bP53nw_3d_3d)

More information on Authentic Leadership can be found on our website. Go to [www.cognitivefitness.co.uk](http://www.cognitivefitness.co.uk) and click on 'Resources'.

If you would like to be kept up to date with how the research is progressing and any key findings please subscribe to our newsletter (if you haven't already done so) by [clicking here](#).

### 2 Places are filling up fast for our Thinking Styles Masterclass London, 6th March

If you are intending to attend our Thinking Styles Masterclass there are still a few places available but you will need to book soon via [Dawn Easy - deasy@consultingtools.com](mailto:deasy@consultingtools.com) [Tools](#). The day will include:

- Experiencing some Thinking Styles inspired ice-breakers
- Hearing how Thinking Styles has transformed performance and maximised results in two organisations
- Learning about two new products designed to support your use of Thinking Styles: The Cognitive Gap Analysis™ and the Cognitive Fitness Survey™
- Understanding the link between Thinking Styles and Authentic Leadership and how they form part of the 3 Peaks Leadership Development Programme

- Exploring the implications of 'Language as Reality' vs. the use of 'Language as Metaphor' in Executive Coaching using Thinking Styles
- An opportunity for Accredited Users to network with other consultants and managers across industry sectors and geographical boundaries

The Cognitive Fitness Consultancy and Consulting Tools are collaborating to run this one-day Conference, which will use a lively mixture of masterclasses, interactive sessions and presentations each designed to make the day enjoyable and useful for you.

Please note that this day is for Accredited Thinking Styles Users only and materials will not be posted on the website but will be available to attendees only.

### 3 Managing your energy: are energy vampires sucking the life out of you?

Julia recently attended a meeting that emphasised how critical it is as a role model to be able to harness and manage your own energy and therefore influence the energy of others if you want to be successful. As Julia explains:

"I was attending a national charity committee meeting for the first time and, like many organisations at the moment, the charity is currently facing serious financial challenges. In such difficult times, it's crucial that groups and boards operate as high functioning teams focused on a few key priorities, working together as a cohesive unit to achieve the agreed strategy. Unfortunately, it became apparent, right from the outset of the meeting, that rather than becoming energised by the task ahead, the committee members had allowed themselves to become disenchanted and physically drained, focusing on negatives and losing personal and team energy through petty conflicts and power struggles. The experience made me reflect on the 3 Peaks of Leadership and the key role that personal energy plays in high performance leadership".

The 3 Peaks of Leadership are interwoven, with attainment of each peak facilitating attainment of the others. Here we briefly explore the link between Cognitive Fitness, Physical Fitness and Operational Fitness. Being cognitively fit means that you are mentally resourceful and resilient, able to think quickly and in focused ways whilst maintaining your flexibility of thought. To be cognitively fit means that you must self-manage your own energy levels.

This is made much easier if you are physically fit, and conversely is made significantly more difficult by being either unfit or significantly overweight.



If both of these 'modern day sins' are true for you, you are much more likely to find managing and maintaining your energy levels throughout the day and over the course of the week problematic, making you less productive and therefore less Operationally Fit than some of your colleagues.

There are three dimensions to energy management:

### 1 Personal Awareness

At a personal level, leaders need to understand how to manage their own energy. Do you know where your energy comes from? Can you feel it when you are beginning to get mentally tired? Do you know how to mentally and physically re-energise yourself when you need to build your energy reserves back up again?

### 2 Balancing and Focusing Others

As a leader you also need to be able to balance and manage the energy levels of your team or organisation. Do you know how your mood, attitude and behaviours influence and effect the energy levels of those around you? Are you aware of the physical impact that you have on others when you enter the room? If you are energised and up-beat yourself, you will energise others to be up-beat and positive. Of course, the converse is also true. As a leader or a team member, do not underestimate the impact that your personal levels of energy will have on the drive, motivation and energy of others.

### 3 Managing 'Energy Vampires'

Finally, you need to pre-empt and manage any potentially energy-sapping moments, or any 'energy vampires'; those people who literally suck your energy out of you. In Julia's committee meeting energy vampires drained the life and the energy from other committee members as internal power struggles were allowed to occur which led to both open conflict and subversive conflict avoidance. As a result, people became upset, agitated and tense and could no longer 'think straight'. They lost their Cognitive Fitness.



[Click here for a short article which explains in more depth how the 3 Peaks of Leadership are interwoven.](#)

### 4. On top of the world at the bottom of the world!

We would like to congratulate one of the members of our 3 Peaks Leadership Development team. Our own intrepid explorer Phil Hayday-Brown has just reached the South Pole, racing against James Cracknell and Ben Fogle in the Amundsen Omega 3 South Pole Race. As part of the team Due South, Phil skied for 22 days 6 hours and 5 minutes in some of the toughest conditions on earth, in temperatures of -25°C with a wind chill of -40°C to reach the Geographical South Pole. An outstanding achievement which cost each competitor a third of their body weight!



Quite apart from being a nice guy who's never yet been known to lose his sense of humour, for us, Phil embodies the 3 Peaks of Leadership; he's very Physically fit, Mentally he's extremely resilient and his excellent Operational navigation meant that his team skied the shortest route to the Pole.

Phil will be talking about his South Pole experience as part of the 3 Peaks Leadership Development Programme. Look out for BBC 2 coverage of the race, 'On Thin Ice', in the Spring/Summer of 2009 - [www.thesouthpolarace.com](http://www.thesouthpolarace.com)

If you would like 'more' from us, [click here for Fiona's blog](#) or [subscribe to our bi-monthly newsletter here](#).