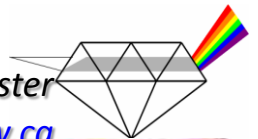


# *Leaders of Substance*

*FMI CGA CMA Professional Development Workshop  
January 2010*

**Ce Cayne** CMA MA Reiki Master

[cayne@shaw.ca](mailto:cayne@shaw.ca)



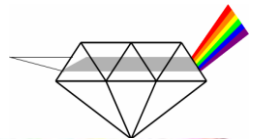
# *Outline:*

## •Context

- Richard Sennett – The Culture of the New Capitalism*
- Management / Leadership*
- Pyramid of Learning*
- Maslow’s Hierarchy of Needs*
- Source of “Authentic Leadership”* ©2006

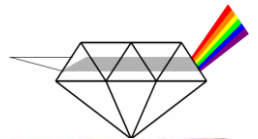
## •4 Paths of Substance

## •Next Steps

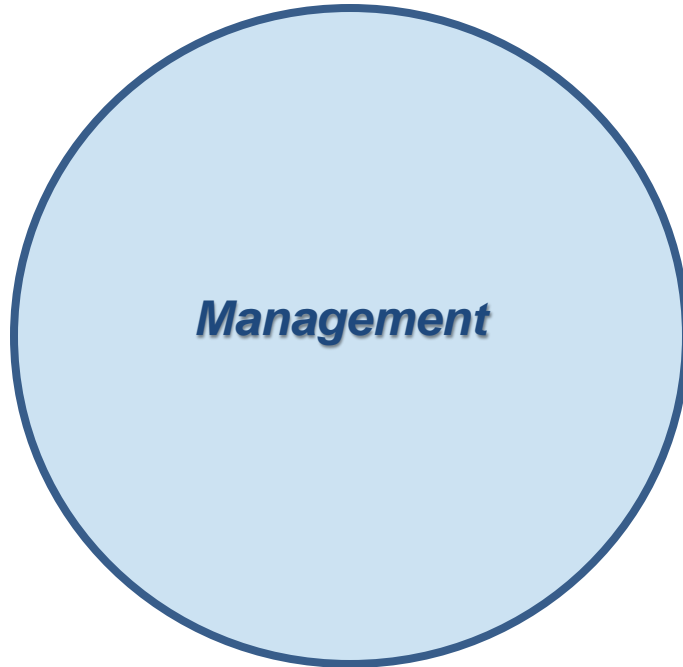


# **Context:** *Richard Sennett – The Culture of the New Capitalism*

- 1. Manage short term relationships** – *knowledge transfer – personal growth / learning– “community” - loyalty – short term vs. long term*
- 2. Talent** – *lack of craftsmanship – pride in expertise, self life of many skills short lived; unique talents*
- 3. Sense of Value** – *“No one owns their place in the organization, their past service, in particular, does not give an employee a position.” Discounts experience – employees a commodity; disposable*



# ***Context:*** *Management / Leadership*



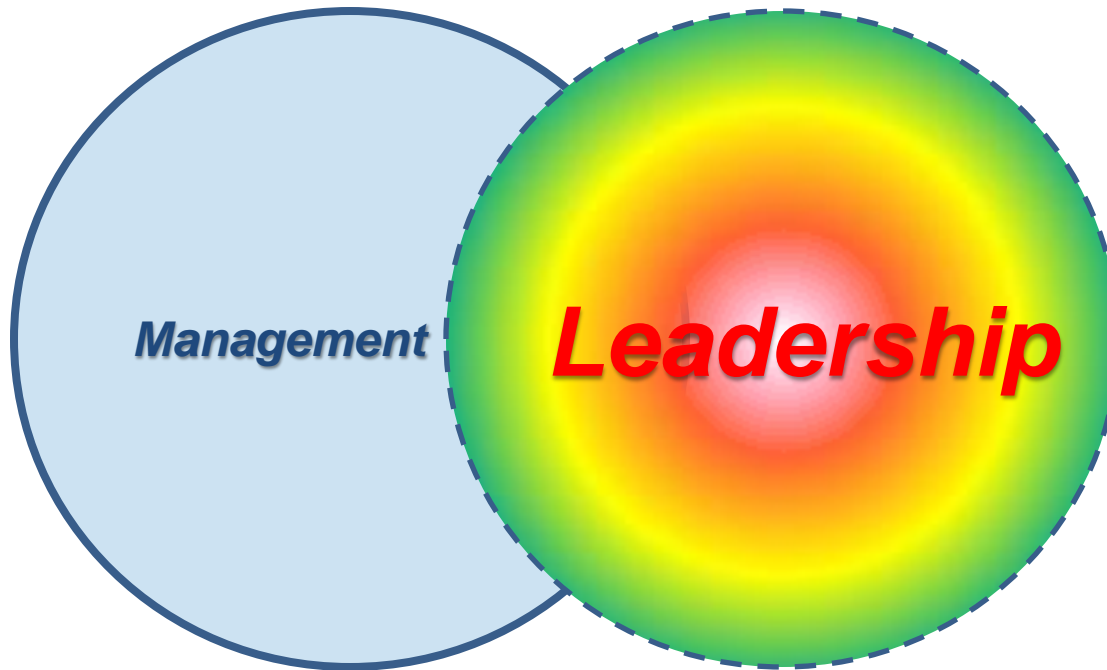
To utilize allocated resources, in an effective and efficient manner, in order to create [tangible] results that manifest the organization' mandate.



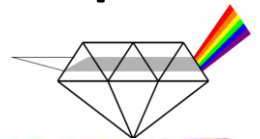
To Lead: To go before, influence, guide, conduct, serve, command, direct



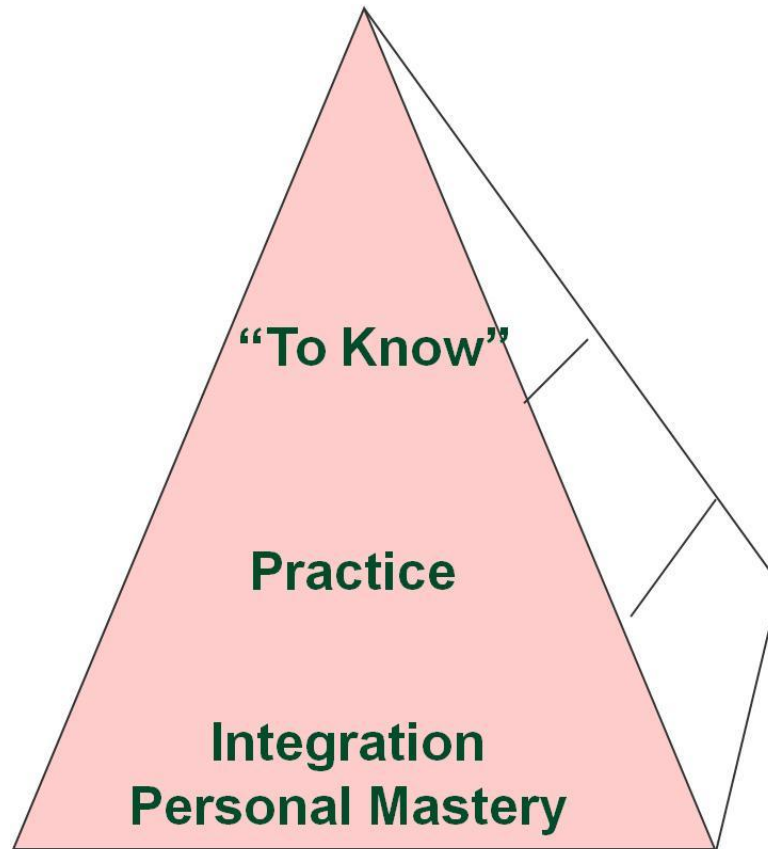
# **Context:** *Management / Leadership*



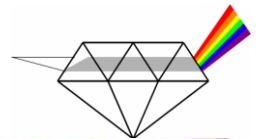
**Of:  
Organizations?  
People?**



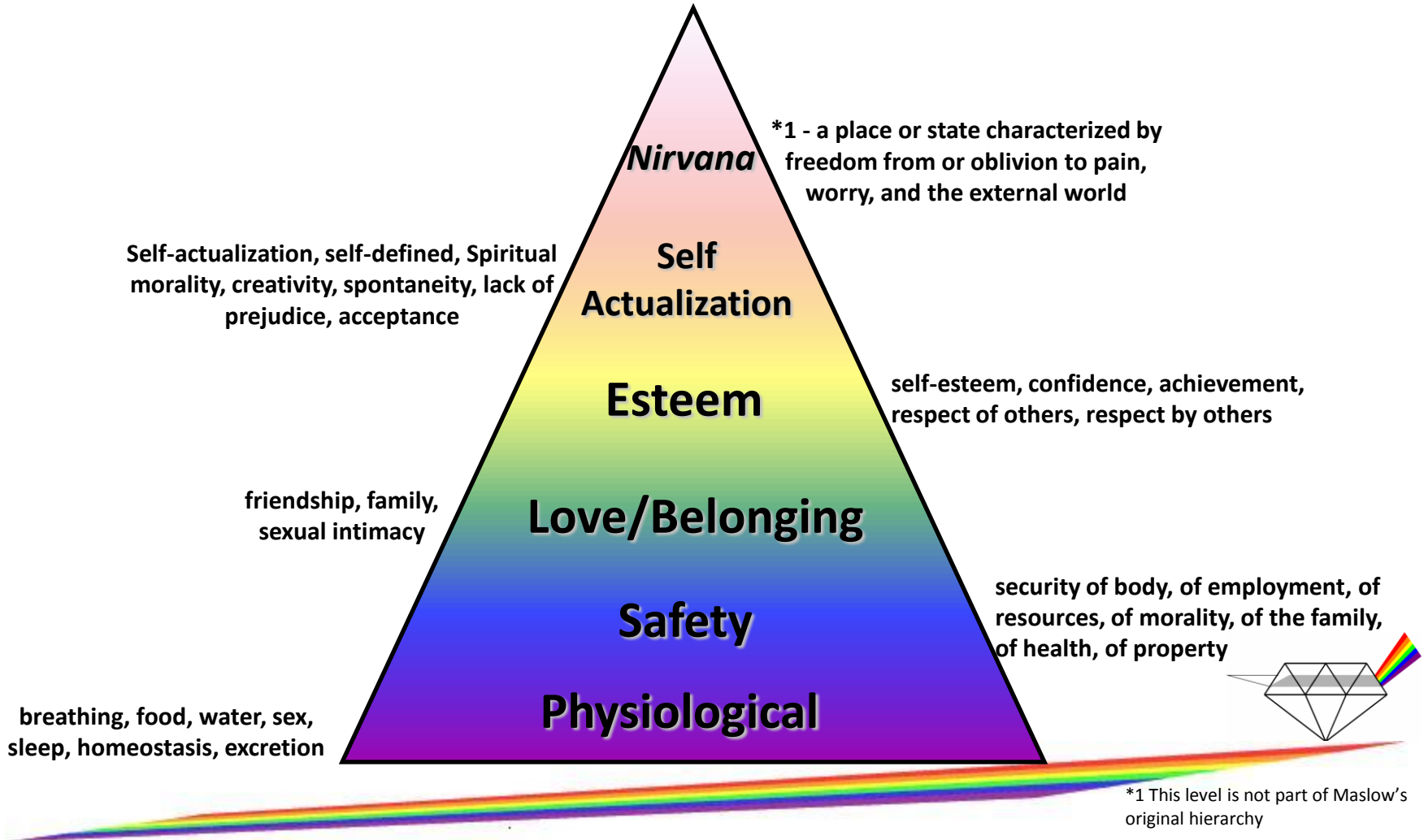
# **Context:** *Pyramid of Learning*



- ***Inverted Pyramid?***
- ***Hourglass?***



# Context: Maslow's Hierarchy of Needs

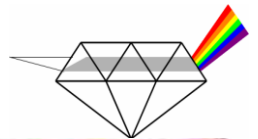


# **Context:** *Source of “Authentic Leadership”* ©2006

**A – Social; Role(s)**

**B – Character; Feelings,  
Values**

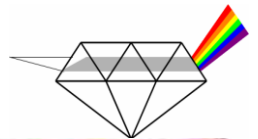
**C – Energy, Core**



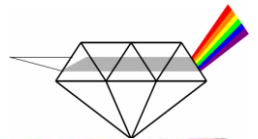
# 4 Paths of Substance

1. **Meaningful work** – *the experience vs. mechanism*
2. **Living in Purpose** – *being in the process of...*
3. **Growth** – *learning – Mind/Body/Spirit*
4. **“True” Community** – *full experience of self & other*

***“Organizations are here to serve us, not us serve organizations”***



*A*  
**Leader of Substance**  
*follows*  
*An Inner Calling,*  
*Defines and Takes Action on*  
*What They Believe is Right and*  
*Answers To a Standard Of Conduct*  
*that is Not Of the Norm*  
*because*  
*They Cannot Do Otherwise.*

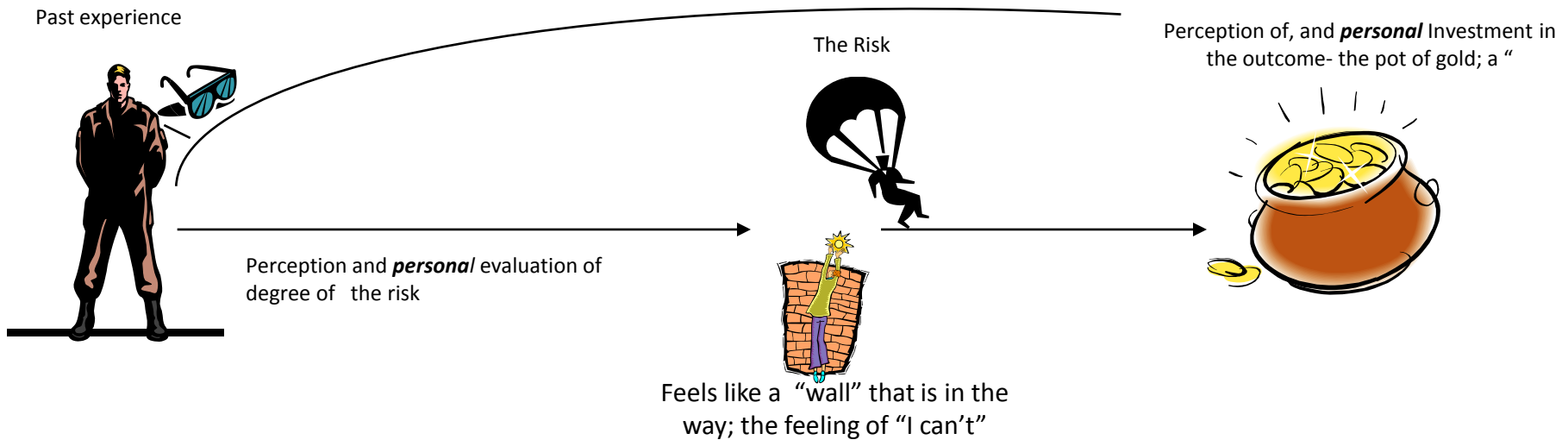


# *Next Steps*

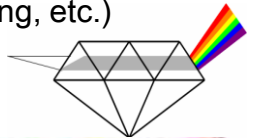


# Next Steps

**“Uncomfortability”**: Being uncomfortable is an indicator that a degree of risk exists.



- Uncomfortability is usually a “yellow light”, an indicator, that we are facing, we have an opportunity, to learn in the area of Personal Mastery. The key through this is knowing what the risk is – i.e. “appearing foolish – not able, failing, not knowing, etc.)
- *Taking a risk is a personal experience therefore the investment in the outcome has to be of personal benefit*
- The person will take the perceived risk if the perceived *personal* benefit outweighs the perceived *personal* risk experience they will feel.



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