

# TAL

THE ACCOUNTABLE  
LEADER



## SHADOW OF THE LEADER

Track II: Leading Culture

1 2 3 4 5

**THE ACCOUNTABLE LEADER** is a fresh approach to managing and leading in business, health care, education - across all industries and walks of life.

**BRIAN MORAN AND COMPANY**



*Welcome Back!*

Here is your workbook for this month's TAL training.

This workbook is part of *The Accountable Leader* Program. It is meant to be used in conjunction with the online video series.

Go to [www.theaccountableleader.com](http://www.theaccountableleader.com) to log in or sign up.

Thank you,

*Brian*

Brian Moran and Company



“Only when the top team lives and breathes the changes it wants and expects from its organization will such changes succeed (and stick).”

- Dr Larry Senn and Jim Hart (Wining Teams - Winning Cultures)

## SHADOW OF THE LEADER

Bring to mind the people in your organization, from your direct reports through the front line and answer the following questions:

1. What attitudes, behaviors and characteristics do you see in your organization that are positive and productive?

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2. What attitudes, behaviors and characteristics do you see in your organization that are unproductive? (What’s holding your organization back or getting in the way?)

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We all tend to emulate \_\_\_\_\_ in our lives.

Who are those people at work? They're the \_\_\_\_\_.

Every organization is always a \_\_\_\_\_ of the Leader.

We call this phenomenon \_\_\_\_\_ of the \_\_\_\_\_.

The Leader casts their \_\_\_\_\_ over the entire organization. Their qualities, traits and \_\_\_\_\_ influences the organization more than anything they have to \_\_\_\_\_.

Every culture reflects the \_\_\_\_\_ and the \_\_\_\_\_ of the leader.

Whether you're aware of it or not, your organization is being shaped by how you behave. A portion of your shadow is positive and productive. There's also a portion of your shadow that may be \_\_\_\_\_ or \_\_\_\_\_.

Are you aware of both sides of your shadow?

Answer Key

Powerful people  
Bosses  
Reflection  
Shadow of the Leader  
Shadow  
How they behave  
Say  
Characteristics  
Priorities  
Negative  
Unproductive

“Unless a leader is willing to stand differently, the organization will never engage differently.”

- Brian P. Moran

As you look at your answers to questions 1 & 2, pick one item from each category that you believe is a reflection of yourself:

1. Productive: \_\_\_\_\_

2. Unproductive: \_\_\_\_\_

Only when you understand the shadow you are casting, will you be more \_\_\_\_\_ as a leader and have greater \_\_\_\_\_.

The first, and perhaps best, place to start changing an aspect of the culture is with the \_\_\_\_\_.

The power in understanding the shadow you are casting is two-fold:

a. You can be even more \_\_\_\_\_ about things that are productive.

b. And, in areas that are unproductive, it allows you to \_\_\_\_\_ which will \_\_\_\_\_ the organization.

Answer Key:

Effective  
Influence  
Leadership  
Intentional  
Stand differently  
Change

## TAKING OWNERSHIP

What I see in my people that I like is...

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And that is a reflection of me because I...

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What I see in my people that I don't like is...

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And that is a reflection of me because I...

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“Influence is greatest when the leader has high personal integrity. Integrity arises from the consistency between a leader’s stated intentions and their actions, their behaviors.”

- Michael  
Lenington

“If there’s an aspect of behaviors, characteristics, or culture that is unproductive, somewhere that exists in the leadership. As difficult as that is to admit, that’s the place to start.”

- Brian P. Moran

## CASTING AN INTENTIONAL SHADOW

Looking back at Question #1 – “attitudes, characteristics, and behaviors that are positive and productive” . . .

Which items have the greatest impact?

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How can you reinforce & intensify?

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Looking at Question #2 – “attitudes, behaviors and characteristics, that are unproductive” . . .

List the items that you desire to change, and are willing to lead by changing first in you.

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In order to “cast a more effective shadow” you will need to stop certain behaviors and start, or intensify, other behaviors.

Behaviors to STOP?

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Behaviors to START?

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## ACTION COMMITMENT

Leadership involves modeling desired behaviors. Your behavior sets a powerful example for the entire organization. To be effective we must first be aware of the shadow that we cast and then *proactively manage* that shadow to support the desired behaviors and ultimately shape the organization's culture. What you do matters as much, perhaps more, than what you say!

Select one behavior that you are willing to commit to changing. Determine the actions you can take to model the new behavior.

BEHAVIOR: \_\_\_\_\_

ACTION PLAN: \_\_\_\_\_ DATE: \_\_\_\_\_

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“The quickest way to impact the organization or to change a behavior that you see consistently throughout the organization, is to look at yourself and say “OK, as a leader, how am I standing with that behavior?” Change the way you stand with it, and you change the organization.”

- Brian P. Moran

## IT'S ALL ABOUT THE EXECUTION

Knowledge without action produces very little. For you to benefit from **The Accountable Leader** you will need to be clear about your insights and learnings, and take action.

Capture that below.

### KEY TAKE-AWAYS

What are your key insights, your key take-aways?

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### ACTION COMMITMENTS

What will you do different? How will you apply this concept? How will you engage your team?

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