THE PRACTICE OF LEADERSHIP

CRIB SHEET

LEADING SELF... is the foundation of authentic leadership and the starting point of our leadership journey. Grounded in your willingness to be in wonderment and to learn, you create success and happiness in all aspects of life.

choice

I have the power of choice in every moment.

the practice

• I know that without possibility and personal responsibility, there is no choice.
• My choices align with and support my vision & goals, values and beliefs.
• I know that happiness is a choice.

communication

What I think, say and listen for create my reality.

the practice

• I understand the power of speech: Everything after ‘I am’ creates.
• I recognize my below-the-line communication and shift to above-the-line.
• I can distinguish fact from story.
• I am aware of my background conversations.

integrity

I declare and do what I say I’m going to do, by when I say I’m going to do it. If I am unable to do it, I take responsibility for cleaning up all messes.

the practice

• I honour my word to myself and others.
• My word and actions align with my values, vision and goals. (My commitments are true to who I am).
• I stand for what I am committed to, honouring my word under any circumstance.
personal responsibility
I am fully responsible in all areas of my life.

the practice
- I take responsibility in any situation. I do not blame, deny, make excuses, or become a victim to circumstance.
- I practice respond-ability: I respond rather than react.
- I am/you are: I can make the distinction between my emotions and the emotions of another.

possibility
I create a future that otherwise would not exist.

the practice
- I recognize real or perceived constraints, and remove or shift them to create new possibilities from a place of nothing.
- I am able to see and/or generate possibility under any circumstance.
- I put the past in the past, letting go of old patterns of thoughts, beliefs, values, fears, and habits that do not serve me.

self-knowledge
Through self-reflection and ego awareness, I honour my authentic self.

the practice
- I learn and grow through my successes and failures by being vulnerable, humble, and by being able to laugh at myself.
- I am aware of my ego, and how to shift it as required. I consider how the world occurs for others and I know that my reality is not “the” reality; I do not take things personally.
- I am in inquiry about the origins of my spirit stuff.
- I am aware of my strengths and weaknesses. I know that I will grow the most in my areas of greatest strength.

vision & goals
I set and actively pursue a vision for my ideal life that is authentic, inspiring, and possibility based.

the practice
- I set and seek meaningful and measurable goals, using lululemon’s goal format which supports me in achieving my vision.
- I go after audacious goals with everything I have and I am not afraid to fail 50% of the time.
- My vision and goals are authentic to me and not what I ‘should’ do or what others want.
- I enrol others in my vision and goals to inspire them and because the more I talk about them, the more they come alive.
**LEADING OTHERS**... is who we are being for each other, creating space for others to be their best selves and to achieve outstanding results.

**being in relationship**

I genuinely care about people and seek to understand who they are and what is important to them.

*the practice*

- I am curious about and take the time to really know the whole person.
- I create meaningful connections with others.
- I honour the other’s journey and who they really are.

**collaboration**

By being in relationship, I work with others to produce the best solutions and achieve results.

*the practice*

- I involve the necessary people early to gain alignment to quickly move to action and produce results.
- I respect decision rights, commit to the final decision, and work to make the decision successful.

**enrollment**

I touch, move and inspire others to see a possibility that otherwise would not exist.

*the practice*

- I communicate effectively and powerfully, broadening others’ perspectives, thinking, and ways of being.
- I share myself and my ideas authentically so others are left inspired.
- I help others see possibilities that they are not seeing themselves.
I stand for others by holding them as fully able and seeing them as they aspire to be.

the practice

- I share my knowledge and experiences openly to contribute to others’ successes and I am open to others sharing their knowledge and experiences.
- I am generous with my time, thoughts, words, and intentions.
- I represent those who are not there to speak for themselves.

intentional listening

I listen for what is really important for the other, from a place of commitment, partnership and contribution.

the practice

- I use my head, heart, and body sensations to listen for the real conversation.
- I quiet my internal voice and listen with patience, openness, and non-judgment.

straight talk

I communicate openly and authentically so others can hear and take action.

the practice

- I let people know where I stand, calling it what it is and dealing with it.
- I bring voice to what I sense, even when it is not fully articulated.
- I have the right conversation, even when it is difficult.
**LEADING ORGANIZATION**...looking at what is needed not only today but to realize our future, the organizational leader builds capabilities in the organization and in others to drive strategy and achieve results for today and tomorrow.

### agility

I lead with our organization’s purpose and shift quickly based on what is needed to achieve that purpose.

**the practice**

- I navigate rough waters and provide a knowing calm wisdom to my team.
- I shift gears quickly without losing the purpose of what we are up to.
- I respond rapidly and have the ability to rally my team and organization with me.

### decision making

I use judgment to make timely decisions so the company can move to action.

**the practice**

- I communicate clear decision rights and accountability and I stand by others’ decisions, taking responsibility for making them successful.
- I make quality decisions based on analysis, wisdom, experience, and judgment sometimes with incomplete information.

### drive for results

I mobilize others to achieve results with energy, drive and a need to finish.

**the practice**

- I inspire others to stand for greatness, not settling for good enough yet not expecting perfection.
- I expect unreasonableness. I lead others to push through reasons why something may be difficult, and make it happen anyway.
- I remove roadblocks, then hold people accountable for results (or getting s*#t done!).
the practice

- I live in possibility so that I can create a future that otherwise would not exist, allowing the past to inform, not direct.
- I create an environment for, and generate, new ideas, recognizing when there are blocks in innovation and creating a clearing for what is possible.
- I am present and open to all input.

organizational responsibility

I hold myself accountable for the success of the organization, and believe that I am successful when the organization is successful.

the practice

- I am a beacon of the lululemon values and culture.
- I consider what is best for the organization in all my decisions and actions.
- I understand and operate within the lululemon’s matrix organization.

people acceleration

I unleash the potential of others by developing my people and myself.

the practice

- I am the law of attraction.
- I consider what my team and organization needs today and in the future and make the right people decisions.
- My legacy is in developing our people to achieve their goals and dreams.
- Coaching, straight talk, and intentional listening are ways of being for me.

vision & strategy

I paint a clear picture of the future providing a sense of direction and inspiration

the practice

- Rooted in our original intent, I create and share our vision and strategy in a compelling way that motivates my team to take action and change, as conditions require.
- I translate our vision into strategy that builds ownership and alignment for my team to execute on.
- I assemble the right team today to deliver our strategy and fulfill our future vision.