



Episode 72 Show Notes: Choose Your Leadership Type for Best In The Moment Results

Author and speaker Lolly Daskal introduces the seven leadership types, using the acronym RETHINK. She provides insights to several of the types and advises HR Leaders to learn all seven and choose which type you need to be to get the best results in a given situation.

Lolly is the founder of Lead From Within. She is a sought after speaker and has been designated as a top 50 leadership and management expert by Inc.com and a 100 Great Leadership Speakers by Inc. Magazine. She has appeared in the Huffington Post, Fast Company and HBR, among other media outlets. Lolly has worked with a wide variety of organizations – from large multinationals to small entrepreneurial start-ups – around the globe. Her engaging talks on leadership have motivated and inspired audiences to unleash their greatness. She is the author of the book, *The Leadership Gap: What Gets Between You and Your Greatness*.

Key Learnings From This Episode

What are the leadership principles or archetypes discussed in *The Leadership Gap*? Most leaders think they 'know what they know'. Leaders should RETHINK what they 'don't know they know'. There are many things they need to learn. There are seven archetypes to help leaders RETHINK and concentrate on who they are. Most books and classes talk about processes and best practices. But they miss out on the most important question – who are we being as we are leading? *The Leadership Gap* answers that question with seven archetypes that leaders must embody. The seven distinctive leadership archetypes represented by the acronym "RETHINK" together with shadow sides of the same skills are as follows:

1. **R** - Rebel - driven by confidence, becomes the Imposter, plagued by self-doubt.
2. **E** - Explorer - fueled by intuition, becomes the Exploiter, master of manipulation.
3. **T** - Truth-teller - embraces candor, becomes the Deceiver, who creates suspicion.
4. **H** - Hero - embodies courage, becomes the Bystander, an outright coward.
5. **I** - Inventor - brimming with integrity, becomes the Destroyer, who is morally corrupt.
6. **N** - Navigator - trusts and is trusted, becomes the Fixer, endlessly arrogant.



7. **K - Knight** - for whom loyalty is everything, becomes the Mercenary, who is perpetually self-serving.

- **While these sound like noble archetypes, within these archetypes, there is polarity of character.** This means that you can be the Rebel, however, if you don't have the confidence the Rebel requires, the 'imposter' (the polarity) will show up. When you are in stress or in doubt, something will show up when you don't want it to show. Others will see this before you see it yourself. This is known as the 'dark side' or 'shadowing'. Carl Jung said, 'What we don't own ends up owning us.' The RETHINK system provides insight and information that helps you to be the best version of who you need to be.

- **Think of a balloon that is filled with air.** The air represents all of who you are. On one side is strengths, the other is weaknesses. If you squeeze on your weaknesses (the things you don't want others to see), the other side blows up. You cannot escape who you are – it shows up anyway.

- **What are some examples of how can HR apply these principles?** As an example, the Rebel is an individual who wants to make an impact. First, the Rebel has to have confidence. Confidence comes from your competence plus your capabilities, which equals confidence. Confidence is believing you are able. Competence is knowing you are able. When you know you are able is when you take action. Second, when you start to look over your shoulder, comparing yourself to others, feeling that you do not measure up – is when self-doubt creeps in. When self-doubt creeps in, the imposter syndrome is uncovered and appears. When this shows up, it keeps you from doing what you are capable of doing. You question if you are the right person or if you have the right skills, and you start to make comparisons to others.



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LOLLY LASKAL // EP.72

CONFIDENCE
IS BELIEVING
YOU ARE ABLE.
COMPETENCE
IS KNOWING
YOU ARE ABLE.



When you compare yourself to others, known as outside manifestation, there is always going to be someone else who is smarter and/or more skilled. You have to measure your self-worth and capabilities from within. What can you do to become more capable and more competent to become more confident?

- **How do you balance reflecting to build confidence without increasing self-doubt?** Not reflecting can lead to arrogance. You must go back to stay present to move to the future. You can't get stuck in the past. You must look at the past, learn from the past, stay present today to understand what you need to learn today, in order to be better in the future. If we get stuck in the past, we stay in the past – it is like quicksand. Look and learn from the past, then create a blueprint for the future. Like the balloon, if you don't learn from the past, it will blow up in the future. Look at your past to create a better future.
- **Are people predisposed to an archetype?** Each of us is all of these archetypes. Each archetype stands for a different virtue within ourselves. If you want to live your own greatness and be your best self, learn the seven virtues. Before a meeting or encounter, choose which archetype you need to be in that moment to get the best results. This can help bring out the best version in that circumstance.
- **The Navigator is a practical and pragmatic individual.** People trust them because they are very good at what they do. If you are the Navigator in meetings, people will look to you for guidance. If you are not careful, people will look to you to be the fixer, which leads to arrogance. Greatness lies in navigating, not fixing. People trust more in navigating. Listen and navigate through questions to help. You will have a longer run if you navigate, not fix. People want you to listen and ask questions to help them figure it out.
- **HR can become fixers without realizing it.** HR brings its heart to an organization. When you bring your heart, you want to make things go away. A great HR leader is not a fixer but a navigator, and they must rely on their Rebel within to have the confidence – their capabilities and their competence – to lead in a navigation way.
- **What are the classic challenges where HR is called in to help?** An example would be the Explorer. An Explorer is someone who helps people navigate through areas where they have never been before. If you don't take on the archetype of Exploring, you end up exploiting people.



You need to be mindful of how you communicate when you lead others. An exploiter only leaves one option (e.g., 'you are going to do it this way'). An Explorer opens multiple options. They go to uncharted territory. They create a partnership, they do things together, they learn together, and they succeed together.

- **Can people recall these archetypes easily? Do they get confused? How can people keep these clear in their minds?** Remember to RETHINK who you need to be. Vibrant organizations and healthy cultures use this as a tool in the moment, as a shortcut. It is simple, but it can be a game changer.
- **How can HR use this effectively?** When someone is thinking, 'I don't know if I have greatness within me, I don't know if I can succeed', remind them there is greatness within every single person – they just have to choose it. If you don't choose greatness, you are most likely standing in your gap.

Recommended Reading and References From this Episode

- [The Leadership Gap: What Gets Between You and Your Greatness](#) by Lolly Daskal

To Follow Lolly Daskal

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