



LEADING WITH EXCELLENCE

OVERCOMING PERFECTIONISM IN THE WORKPLACE

**"HOW WE LEAD
OTHERS IS A
REFLECTION OF
HOW WE LEAD
OURSELVES."**

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PART 1: LEADING YOURSELF WITH EXCELLENCE



**PERFECTIONISM IS A
TWENTY-TON SHIELD THAT
WE LUG AROUND THINKING
IT WILL PROTECT US...**

**WHEN IN FACT, IT'S THE
THING THAT'S PREVENTING
US FROM TAKING FLIGHT.**

-BRENÉ BROWN

WHAT IS PERFECTIONISM?

LEADING WITH EXCELLENCE

THE IMPACT OF PERFECTIONISM IN THE WORKPLACE



“Perfectionism isn’t just impossible.
It’s a counterproductive goal.

Perfectionists are  more likely to burn out

and less likely to embrace new



challenges.

Success depends on

high standards,

not being flawless.



The target is not perfection—
 **it’s excellence.”**

—ADAM GRANT

HOW IS PERFECTIONISM SHOWING UP FOR YOU? WHAT ARE THE SYMPTOMS YOU EXPERIENCE THE MOST?

HOW IS PERFECTIONISM SHOWING UP FOR YOUR TEAM? WHAT HAPPENS IF NOTHING CHANGES?

WHAT WILL BE POSSIBLE FOR YOU (AND YOUR TEAM) WHEN YOU OVERCOME PERFECTIONISM AND LEAD WITH EXCELLENCE?

REFLECTION ACTIVITY



PATTERN IDENTIFICATION

SLOW

FAST

CAREER:
LEADING
SELF

CAREER:
LEADING
OTHERS

RELATIONSHIPS

HEALTH &
SELF-CARE

FINANCES

PERSONAL
DEVELOPMENT

FAMILY

FUN &
ENJOYMENT

The form consists of eight rows, each representing a different life area. Each row has two chevron-shaped boxes: one pointing left (under 'SLOW') and one pointing right (under 'FAST'). The rows are: CAREER: LEADING SELF, CAREER: LEADING OTHERS, RELATIONSHIPS, HEALTH & SELF-CARE, FINANCES, PERSONAL DEVELOPMENT, FAMILY, and FUN & ENJOYMENT. The boxes are empty, intended for the user to write in their observations.

LEADING WITH EXCELLENCE: PATTERNS



LEADING WITH EXCELLENCE: VALUES

Accomplishment
Abundance
Accountability
Achievement
Adaptability
Adventure
Altruism
Autonomy
Beauty
Clarity
Commitment
Communication
Community
Connecting to Others
Creativity
Emotional Health
Environment
Excellence
Family
Flexibility
Freedom
Friendship
Fulfillment
Fun
Holistic Living
Honesty
Humor
Integrity

Intimacy
Joy
Leadership
Loyalty
Nature
Openness
Orderliness
Personal Growth
Partnership
Physical Appearance
Power
Privacy
Professionalism
Recognition
Respect
Romance
Security
Self-Care
Self-Expression
Self-Mastery
Self-Realization
Sensuality
Service
Spirituality
Trust
Truth
Vitality
Vulnerability
Walking the Talk



VALUES ASSESSMENT



VALUES ASSESSMENT

LEADING WITH EXCELLENCE: VALUES

MY TOP VALUES

RATE EACH VALUE ON A SCALE OF 1-10

WHICH VALUES AM I LIVING WELL?

WHICH VALUES WOULD I LIKE TO LIVE BETTER AND WHY?



SOME SIGNS OF PERFECTIONISM

YOU ATTACH YOUR WORTH TO YOUR PERFORMANCE AND ACHIEVEMENTS.

THE FEAR OF NOT BEING LIKED MAKES IT HARD TO SAY NO TO OTHERS.

YOU PROCRASTINATE WHEN YOU DON'T HAVE EVERY STEP FIGURED OUT.

YOU DON'T ASK FOR HELP AND SHOW YOUR VULNERABILITY.

YOU DON'T TOLERATE MISTAKES YOU MAKE.

YOU STAY IN YOUR COMFORT ZONE TO AVOID EMBARRASSMENT OR FAILURE.



MINDSET SHIFTS



THE FOUR C'S _____

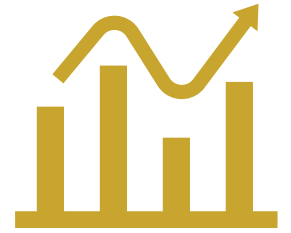
REFRAMING

MANTRAS _____

LEADING WITH EXCELLENCE



TAKING ACTION



LEADING WITH EXCELLENCE: ACTION

REFLECTION | WHAT IS PERFECTIONISM COSTING YOU? _____

2-STEP ACTION PLAN

PERFECTIONISM PATTERN	INVENTORY	DETOX





Vitale Buford Hardin

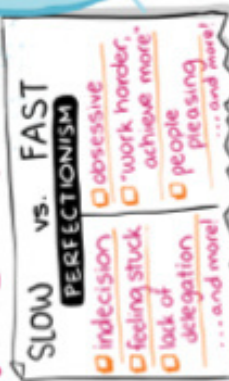
Perfectionism prevents us from



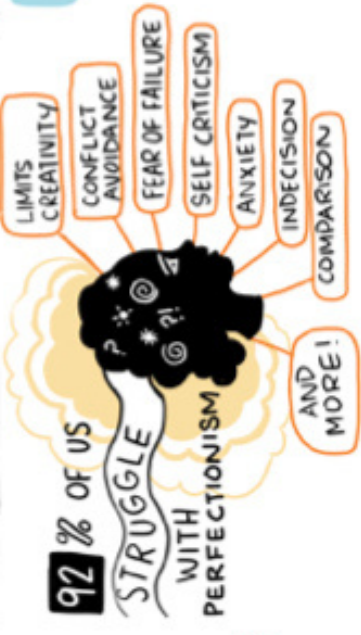
OVERCOMING

PERFECTIONISM

1 AWARENESS



2 MINDSET



RECOGNIZE how THESE SHOW UP IN OUR CAREERS, RELATIONSHIPS, OUR GOALS

FOR 2 WEEKS: SET A DETOX PLAN TO change BEHAVIOR

Stop saying "yes" change my mindset

3 ACTION

week one DO AN INVENTORY OF HOW OFTEN YOU'RE DOING ITEMS ON YOUR LIST



HOW CAN I reframe THIS?

choice compassion FOR yourself

practice Gratitude

USE empowering LANGUAGE

WHY AM I FEELING THIS?

balance boundaries

WHAT even IF...

SHIFT your THINKING

BEST

Who are you when you're at
your **BEST? WORST?**

BEST	WORST
ACTIONS TO TAKE	ACTIONS TO TAKE

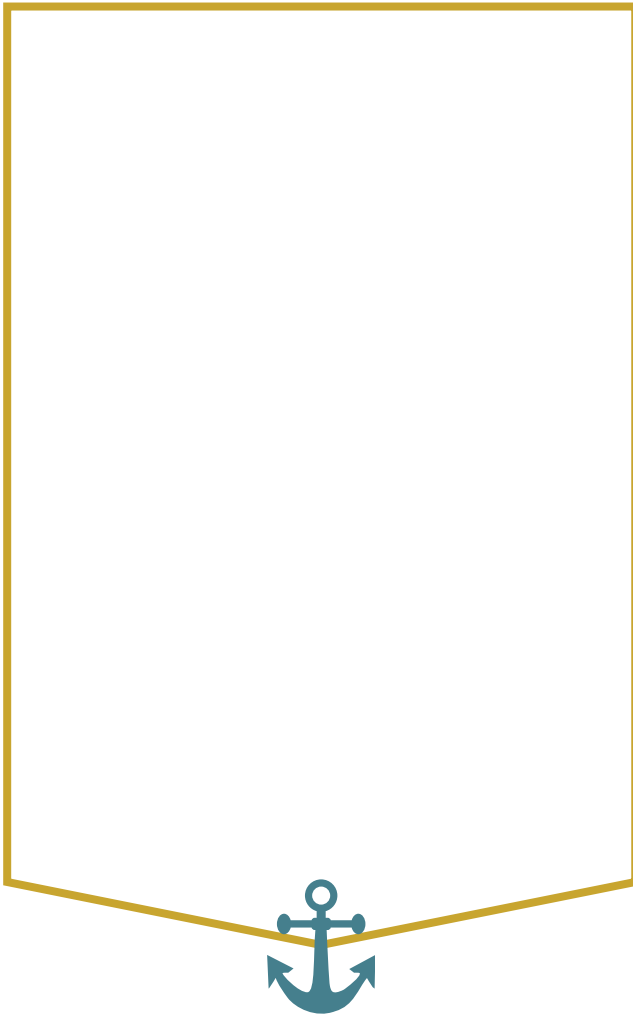
LEADING WITH EXCELLENCE: RESILIENCE



VS. WORST

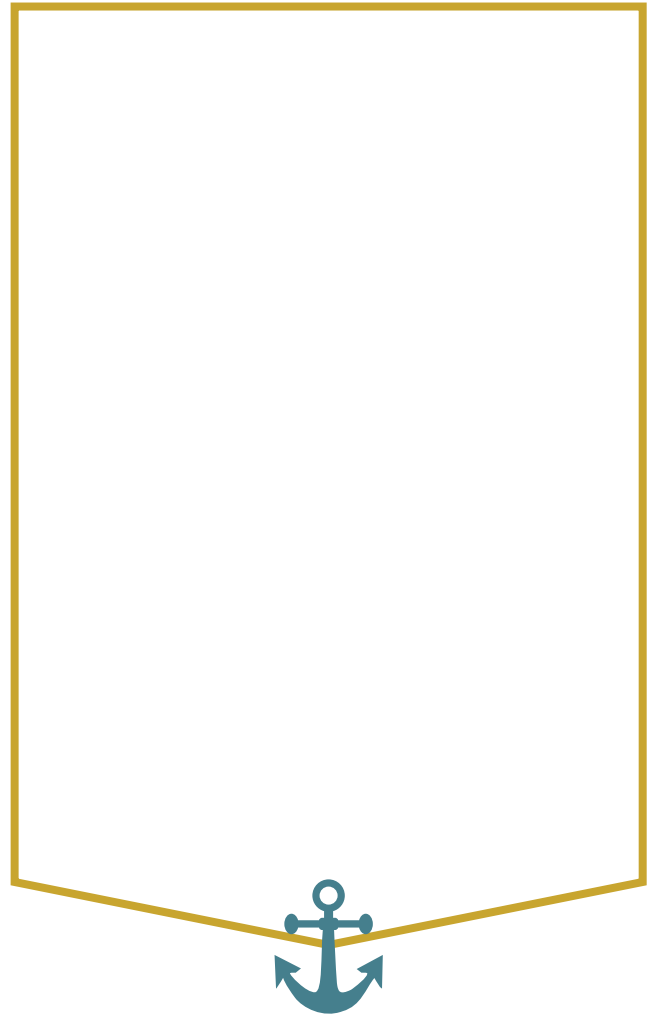
RESILIENCE ANCHORS

FOUNDATIONAL



A large, empty rectangular box with a gold border, intended for writing about foundational resilience anchors. At the bottom center of the box is a teal anchor icon.

ON-THE-FLY



A large, empty rectangular box with a gold border, intended for writing about on-the-fly resilience anchors. At the bottom center of the box is a teal anchor icon.

WHICH ANCHORS DO I WANT TO IMPLEMENT AND
WHAT DO I NEED TO CHANGE TO MAKE THEM HAPPEN?



A large, empty rectangular box with a gold border, intended for reflecting on the implementation of resilience anchors.



WHAT ARE MY TOP 3 TAKEAWAYS FROM PART 1? _____

BASED ON WHAT I LEARNED TODAY, WHAT ARE MY BIGGEST
OPPORTUNITIES FOR GROWTH AS A LEADER? _____

HOW IS PERFECTIONISM HOLDING ME BACK? _____
WHAT WILL LIFE FEEL LIKE WHEN I LET IT GO?

WHAT COMMITMENTS DO I NEED TO MAKE TO SHOW UP AS THE BEST VERSION OF ME?
WHAT WILL IT COST ME IF I DON'T TAKE ACTION? WHAT WILL I GAIN?

REFLECTION ACTIVITY



“Healthy striving is self-focused:

HOW CAN I IMPROVE?

Perfectionism is other-focused:

WHAT WILL THEY THINK?

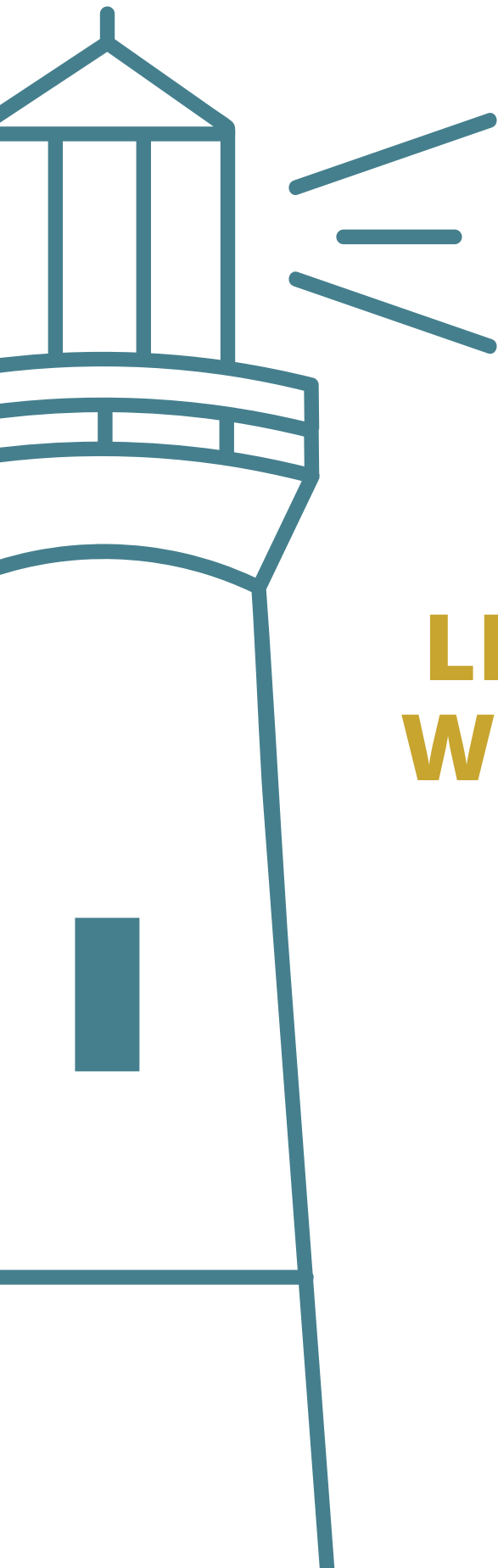
–BRENÉ BROWN

“Perfectionists strive to never make mistakes.

Excellence

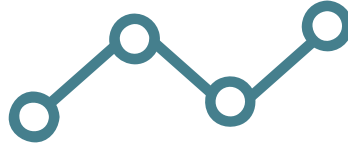
is striving high but offering yourself grace for mistakes made and things you don't know yet.”

–SHARON MARTIN



PART 2: LEADING OTHERS WITH EXCELLENCE

WORKPLACE RESEARCH FINDINGS



LEADING WITH EXCELLENCE



Google PROJECT ARISTOTLE

LEADING WITH EXCELLENCE: TRUST

PSYCHOLOGICAL SAFETY & YOUR TEAM



"PSYCHOLOGICAL SAFETY IS A SHARED BELIEF HELD BY MEMBERS OF A TEAM THAT THE TEAM IS SAFE FOR INTERPERSONAL RISK TAKING."

-DR. AMY EDMONDSON,
HARVARD BUSINESS SCHOOL



MEASURING PSYCHOLOGICAL SAFETY

1. On this team, I understand what is expected of me.
2. We value outcomes more than outputs or inputs, and nobody needs to "look good."
3. If I make a mistake on this team, it is never held against me.
4. When something goes wrong, we work as a team to find the systemic cause.
5. All members of this team feel able to bring up problems and tough issues.
6. Members of this team never reject others for being different and nobody is left out.
7. It is safe for me to take a risk on this team.
8. It is easy for me to ask other members of this team for help.
9. Nobody on this team would deliberately act in a way that undermines my efforts.
10. Working with members of this team, my unique skills and talents are valued and utilized.



**“THE HARDER YOU
MAKE IT TO VOICE
PROBLEMS, THE
HARDER IT BECOMES
TO SOLVE THEM. IT’S
IMPOSSIBLE TO FIX
WHAT YOU DON’T
KNOW IS BROKEN.”**

–ADAM GRANT

TRUST

“A TEAM ISN’T A GROUP OF PEOPLE WHO WORK TOGETHER, A TEAM IS A GROUP OF PEOPLE WHO TRUST EACH OTHER.”

-SIMON SINEK

WAYS TO CREATE PSYCHOLOGICAL SAFETY

WAYS TO ERODE TRUST



T3 MODEL OF TRUST



ME



YOU



WE

ME	YOU	WE

REFLECTION

What areas of T3 do you need to work on and what actions can you take?



RELATIONSHIP BANK ACCOUNT



REFLECTION

What can I do right now to build trust in this relationship?

TEAM MEMBER/COLLEAGUE STAKEHOLDER/PERSONAL	DEPOSITS



RELATIONSHIP BANK ACCOUNT DEPOSITS

LEADING WITH EXCELLENCE: RELATIONSHIPS

- Take time to say hello and learn something new about the person.
- Celebrate personal & professional milestones/successes.
- Listen to understand instead of trying to be right.
- Stay curious and ask follow up questions.
- Be fully present when communicating (point feet towards them).
- Follow-through on what you say you're going to do.
- Apologize when you need to take accountability for something.
- Start the day with a quick check-in with each team member individually.
- Recognize individuals privately and/or publicly for what they do right.
- Remind team members to prioritize self-care & well-being.
- Call or text someone to let them know how much they mean to you.
- Be open to feedback and thank them when they give it to you.
- Ask employees for their opinion and ideas.
- Surprise people with a small, thoughtful gesture that aligns with their interests.
- Invite someone to lunch so you can get to know them better.
- Invest in their career development/goals.
- Be transparent and always explain the why behind decisions.
- Tell someone you believe in them.
- Put empathy first when someone is going through a difficult situation.
- Show interest in their family and life outside of work.

WHAT ARE THE WAYS TRUST AND PSYCHOLOGICAL SAFETY CAN BE CREATED THROUGH COMMUNICATION?

WHAT TYPES OF COMMUNICATION BEHAVIORS AND PHRASES GET IN THE WAY OF PSYCHOLOGICAL SAFETY?

WHAT MAKES COMMUNICATION DIFFICULT?

WHAT'S THE COST OF NOT HAVING CRUCIAL CONVERSATIONS?

**"COMMUNICATION IS THE CURRENCY
IN WHICH WE GET THINGS DONE."**



1

ANALYTICAL COMMUNICATOR THINK DATA

An analytical communicator thinks of everything in data and numbers. It's not enough to tell them that yesterday was a great day for sales; they need the facts. What was our margin? Did we hit budget? This communicator is data-driven and doesn't like to mix personal feelings with their personal life. Their communication with their employees is very no-nonsense.

PROS

An analytical communicator is great with the financial and data driven side of running a business. Because the analytical communicator thrives on seeing the data to evaluate their productivity, they tend to have excellent time management skills.

CONS

The negative side of being analytical is people can often read this type of communicator as unapproachable, short, or cold. Because involving emotions around work can leave them annoyed or unfocused, analytical communicators might have a harder time expressing and employer's value to the business. For this reason, they might have a rough time working with personal communicators, those who feel more comfortable speaking with others.

2

PERSONAL COMMUNICATOR THINK EMOTIONS

Personal communicators like to talk things out with their coworkers and clients. It is important for them to mix emotions into their work process. They will use language when they are describing their work like, "I feel good about this product launch." If you're a personal communicator, it's important to realize your level of connection with others at work is how you best understand your work environment.

PROS

Employees tend to find personal communicators very approachable, making it easy to address problems right when they come up. Evaluating the emotional tone around them, a personal communicator has the ability to easily pick up on people's moods. They tend to support a communal atmosphere in the workplace and are the glue that holds together the majority of social situations.

CONS

The negative side of being a personal communicator is that some people don't respond well to being that open or emotional with their coworkers. This is generally an analytical communicator, but it may also fall under some of the other communication styles as well. When you mix work with emotions, it can tend to disrupt the workplace dynamic.

3

INTUITIVE COMMUNICATOR THINK BIG PICTURE

An intuitive communicator pays attention to the "big picture" and may not be as concerned about the fine print details that it takes to get there. They don't want to read the book; they want to get the summary; the broad outline of the plan. The intuitive communicator takes an idea and runs with it. As a result, they need creative space to try out-of-the-box ideas. These communicators are innovators who enjoy an energetic tone in the workplace.

PROS

The intuitive communicator doesn't get bogged down with all the facts and is quick on their feet. People enjoy working with them, because they are very spirited about what they work on. Someone with an intuitive communication style rarely lacks creativity in their work and moves through projects at a quick pace.

CONS

Sometimes, business requires an intuitive communicator to handle the fine lines and details, especially when it comes to finances, which can be a problem for intuitive communicators. An intuitive communicator would work well with a functional communicator, who thrives on working in a systematic fashion. However, it's often hard for this partnership to be successful, because their technical approaching tends to cause inner conflict.

4

FUNCTIONAL COMMUNICATOR THINK PROCESS

Functional communicators thrive on the process of how assignments are executed. Everything has a well-thought-out plan and a step-by-step way to get there. The details and developmental sequence are an essential part of how functional communicators operate.

PROS

Functional communicators rarely forget or overlook a detail within a company, because they like knowing and organizing all the information in a strategic road map. The functional communicator is known for leaning on spreadsheets or outlines and staying on a strict schedule. Since they enjoy structure and planning, others will look to them as the person with all the answers.

CONS

The negative side of being a functional communicator is that they tend to get caught up in the facts and become frustrated when things become unorganized. In many cases, business doesn't work according to a plan, and a go-with-the-flow attitude is needed to adapt to the necessary changes of a business plan. The functional communicator would benefit from partnering with the "big picture" perspective of intuitive communication.

COMMUNICATION STYLES

COMMUNICATION STYLES REFLECTION ACTIVITY

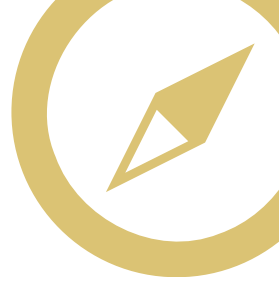
WHAT IS YOUR COMMUNICATION STYLE?

WHAT COMMUNICATION STYLES DO YOU NEED TO IMPROVE?

WHAT ARE THE COMMUNICATION STYLES OF THOSE YOU WORK WITH MOST?

HOW CAN YOU COMMUNICATE BETTER WITH THEM?





NAVIGATING DIFFICULT CONVERSATIONS

Listen to what's not being said.

Silence is the biggest threat to your relationship

Gentleness will take you further in the conversation than fear ever will.

Love people enough to tell them the truth.

You can be in a relationship and still feel alone.

You can't resolve what you do not talk about.

Tact is the ultimate display of care in a relationship.

Put empathy over your need to be right

Show some grace. We're all difficult to deal with sometimes.

Don't expect people to open up when they don't feel safe.

The bridge between your suffering and your healing is through forgiveness.



NAVIGATING DIFFICULT CONVERSATIONS

DIFFICULT CONVERSATIONS PLANNER

1

WHAT SPECIFIC BEHAVIORS DO I WANT TO DISCUSS?

Focus on one issue. Give specific example(s) when the behavior occurred.

2

WHAT IS THE IMPACT OF THE BEHAVIOR?

Explain why the behavior is important to discuss. How does it make you feel? What is the impact to you, the individual, team or organization?

3

WHAT DO I NEED TO TAKE ACCOUNTABILITY FOR?

Any time there is an issue in a relationship, both people have a part to play. What do you need to take accountability for and own? Examples: didn't set clear boundaries, let it go on too long, put up with it, thought it would resolve itself.

4

WHAT NEEDS TO HAPPEN TO RESOLVE THE ISSUE?

What are you asking for? What specific actions need to happen as a result of the conversation?
How will you measure success?

S

SAFETY

Step 1: Make It Safe

Initiate the conversation by establishing mutual purpose and making the conversation safe. Explicitly state what you want to discuss. Let the individual know you want to understand their perspective. Highlight the benefits of discussing.

T

TRUTH

Step 2: Tell Your Truth

Articulate your truth as you see it. Share both the facts and feelings. Discuss the impact to the person, team, and/or culture.

E

EXPLORE

Step 3: Explore Their Truth

Now stop. Invite the individual to respond and share their truth. Stay curious and listen to understand their perspective. Remain fully present.

A

ACKNOWLEDGE

Step 4: Acknowledge

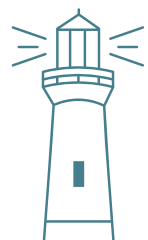
Connect by slowing down and acknowledging that person's experience. Remember: acknowledgment does not mean agreement. Paraphrase what you heard if you need clarity. Develop ideas for resolving the issue.

M

MUTUAL AGREEMENTS

Step 5: Make Mutual Agreements

Establish and agree on next steps. Articulate who will do what by when. Confirm any resources needed to meet the expectation. Thank the individual for engaging in the conversation.



S

SAFETY

Step 1: Make It Safe

T

TRUTH

Step 2: Tell Your Truth

E

EXPLORE

Step 3: Explore Their Truth

A

ACKNOWLEDGE

Step 4: Acknowledge

M

MUTUAL
AGREEMENTS

Step 5: Make Mutual Agreements

WHAT ARE YOUR TOP 3 TAKEAWAYS FROM PART 2?

Empty response box for the first question.

BASED ON WHAT YOU LEARNED, WHAT ARE YOUR GREATEST OPPORTUNITIES FOR GROWTH AS A LEADER?

Empty response box for the second question.

WHAT STEPS CAN YOU TAKE TO BUILD PSYCHOLOGICAL SAFETY AND TRUST ON YOUR TEAM?

Empty response box for the third question.

HOW WILL YOU BE MORE INTENTIONAL WITH YOUR RELATIONSHIPS BY MAKING DEPOSITS INTO THEIR RELATIONSHIP BANK ACCOUNTS?

Empty response box for the fourth question.

WHERE DO YOU NEED TO FOCUS ON IMPROVING YOUR COMMUNICATION? WHAT ACTIONS CAN YOU TAKE?

Empty response box for the fifth question.

REFLECTION ACTIVITY





PART 3: ACTION PLANNING

TAKEAWAYS & TOP ACTIONS



**OVERCOMING
PERFECTIONISM**

Blank space for notes under Overcoming Perfectionism.

BUILDING RESILIENCE

Blank space for notes under Building Resilience.

PSYCHOLOGICAL SAFETY & TRUST

Blank space for notes under Psychological Safety & Trust.

RELATIONSHIPS

Blank space for notes under Relationships.

COMMUNICATION

Blank space for notes under Communication.

LEADING WITH EXCELLENCE: TAKEAWAYS



TOP 10 ACTIONABLE IDEAS	LEVEL OF IMPACT (SCALE OF 1-10)	VALUE ALIGNMENT (SCALE OF 1-10)	TOTAL SCORE



BIGGEST TAKEAWAYS

