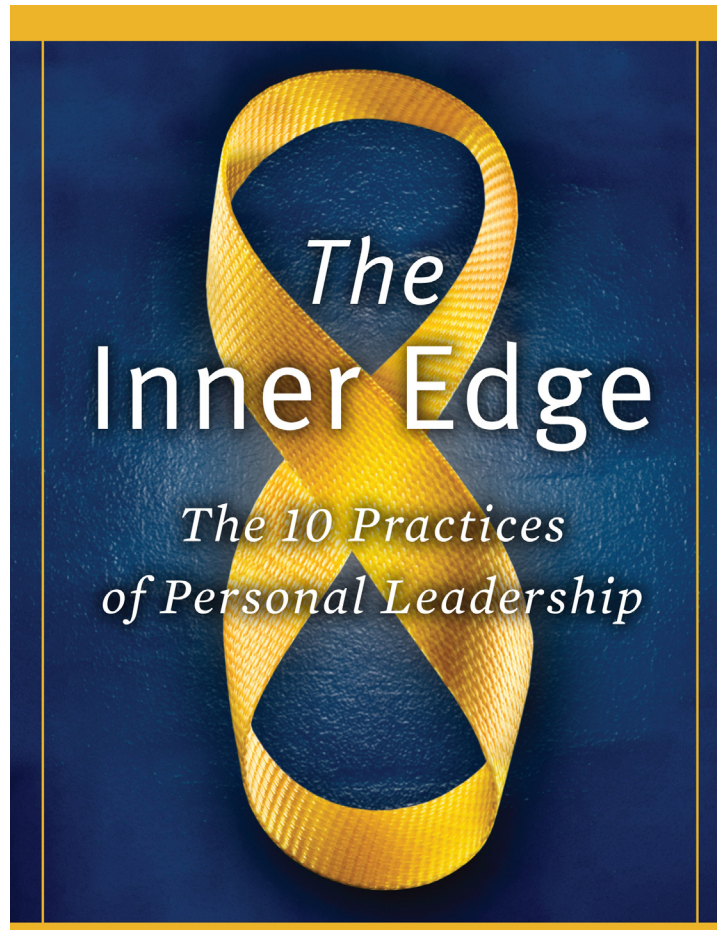


JOELLE K JAY



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Foreword by Howard J. Morgan

THE EXTENSION

Bonus Chapters, New Strategies, and Extras for Inner Edge Readers

The ideas and strategies presented in *The Inner Edge* represent only a portion of the all that's available for *Inner Edge* readers. *The Inner Edge Extension* is a full-length digital eBook filled with bonus chapters, new strategies, and extras not included in the book to expand your learning and enhance your achievements.

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ABOUT THE AUTHOR



Joelle K. Jay, Ph. D., is an executive coach, speaker and author who is a recognized expert in the field of personal leadership. She is the founder and president of the leadership development practice, Pillar Consulting, an associate with the Leadership Research Institute and the author of *The Inner Edge: The 10 Practices of Personal Leadership*. She specializes in leadership development and executive education in Fortune 500 companies and is a trusted advisor to presidents, vice presidents, and C-level executives. She has been contributing to the field of leadership for over 16 years and has been honored to work with hundreds of leaders to leverage their talents, grow their teams, and maximize their time

As an executive coach, author and speaker, Joelle helps leaders leverage their talents to achieve top performance and business results. As a result, leaders are able to sustain the effectiveness and sense of professional well-being that keep them at their best.

Joelle has a Ph.D. with a focus on learning and leadership from the University of Washington. She also has a master's degree from Boston University, a bachelor's degree from the University of Nevada, and advanced certification from the International Coach Federation. She is an accomplished author who has published three books and dozens of articles, white papers and research reports. Her award-winning research is the basis for courses in universities around the world.

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INTRODUCTION

In *The Inner Edge: The 10 Practices of Personal Leadership*, you learned the skills and mindsets that support your efforts to lead and live well. Excellent. Doing so expands your capacity as a leader. Once you put the practices into place, there are limitless ways to extend the learning to advance further, faster toward your vision and goals. *The Inner Edge Extension* will show you how. You will be building on the same ten practices but stretching into a whole new level.

LEADING A LIFE

Are you *leading* your life or just *living* it?

When you're just *living* life, you experience the everyday frustrations of most people. Maybe you work too much, but you still don't feel like you ever really get on top of things. You get stressed. You don't work out as much as you should, or you might not have any down time at all. You get testy in traffic and short with your kids. You don't get to spend as much time with your spouse as you might want. As a result, you often feel guilty. When you're at home, you think you should be at work; when you're working, you think you should be at home. *But this is a busy time*, you tell yourself. *Right now life's a little crazy and I just have to get things done*. Even though you'd say you're happy enough, most of the time anyway, there are plenty of times you wonder if life is passing you by.

When you're *leading* your life, you experience everyday as a gift to be opened. You know what's coming today, because it will be just as you planned it – or even better. You spend your time on the things that are most impactful and most important to *you*. At work, you're able to tackle the challenges with confidence and ease. You feel focused, accomplished, and relaxed. At home, you feel content and at peace. No need for guilt, because you've made your decisions wisely and in alignment with your values. You spend time with the ones you love, and you still have time for yourself. You may be busy, but it's a *good* busy. Best of all, you're having fun! You're invested in

your life, and you feel rewarded every day.

Whether you're the CEO of an international organization, a business owner or executive, an entrepreneur working out of your home, a stay-at-home parent, or a person just trying to get along in the world, you have a choice. You can lead your life or you can just live it. If you choose to just live it, you are leaving life to chance and risking a life of *less than*: less than you'd hoped for, less than you could be, less than you wanted. If you choose to *lead* your life – to really take responsibility for it, to take charge, to take control – you are choosing a life of *possibility*. You discover that you have more time, more joy, more success, more happiness, and more peace of mind. When you choose to lead your life rather than just live it, you experience a life of *more than* you ever thought was possible.

This book will help you lead a life of choice. In addition to *The Inner Edge*, this book will help you practice personal leadership. But it won't just extend your learning. It will help you expand your life.

SECTION I FROM CLARITY TO VISION

In *The Inner Edge*, you learned to practice getting clarity about your vision so you could connect instantly and consistently to the future you're trying to create. As you practice getting clarity, your vision will naturally become stronger, more vivid, and easier to see. This section shows you how to pin down the image into an easy version of a vision statement to guide your actions forward toward that future.

CREATING AN INNER EDGE VISION STATEMENT

A vision statement captures your future into one succinct statement. Done well, it gives you the language you need to refresh on the images you envision for your future and keep you on track toward that vision in day-to-day life.

Unlike the vision statement for a company, your vision statement need not be pithy or profound. You don't have to hang it on the wall or carve it in marble. What does help is to repeat the statement in your mind once a day to really lock it in.

Importantly, if you want your vision statement to help you both lead and live well, you'll want to give it some scrutiny. Does your statement align with the leadership role in which you're engaged? Does it equally lead you to the kind of life you want to live? Sometimes the answers to these questions is a resounding, "Yes!" Sometimes it's, "Well, I'm not really sure." The continued repetition of the statement over time will help it sink in and give you increasing insight about whether it's really the right statement for you.

Know as you create your vision statement that there are many, many opinions about what "counts" as a vision. Experts debate the finer points of a vision versus a mission. My favorite approach is a combination of both. You may have a background in vision and mission statements that gives you a better understanding of what they can or should be. Great. By all means, use what you know. What matters is not whether you have the vision right by someone else's standards, but

whether it works for you.

What will happen if you create and use a vision statement? You will find yourself becoming more and more committed to the future you want. You will develop even more clarity bit by bit about what the vision looks like in daily life. And you will achieve it.

EXERCISE To create your vision statement, write in a paragraph what you want to be or do in the future. To strengthen it, add a paragraph about how you'll accomplish the vision you have in mind. Finally, write the whole statement using the present tense and words you can remember. Use the Your Vision worksheet attached, which contains a model you can use as a guide.

YOUR VISION STATEMENT

Vision Statement: In your ideal vision of the future, what do you do to lead and live well?

Example:

I guide and empower leaders to achieve their greatest potential – to make their biggest, most powerful, most positive difference – and to do so with the kind of balance, self-renewal and enthusiasm that enhances quality of life.

Mission Statement: How do you do it?

Example:

I empower leaders to achieve their greatest potential in a context of balance, self-renewal and enthusiasm by coaching them one on one and in small groups.

SECTION 2 FROM FOCUS TO GOALS

In *The Inner Edge*, you used the practice of finding focus to cut through the clutter of a crowded mind and keep your thoughts on the things that matter most. When you have that kind of focus, you gain the ability to set clearer, more powerful goals. To be effective, you can't just set random goals the way many people do – long lists of wishes that pop up at random and eventually fall away. You can be smarter than that with your goals. Wiser. This section shows you how.

SMART GOALS AND WISE GOALS

In the business world, we've been trained to set SMART goals:

- Specific
- Measurable
- Action-Oriented
- Realistic and
- Time-Bound.

There's value in that. "SMART" goals have helped many people move from vague unattainable goals to clear, specific action. You might want to use this standard to transform your commitments into powerful goals.

But the problem with SMART thinking is that it has a tendency to limit instead of inspire. SMART goals can work against you.

- They can work against you if you neglect to write them and keep them fresh.
- They can work against you if they're isolated from other important parts of your life.
- They can work against you if they conflict or compete.

- They can work against you if they lack spirit and conviction.

To avoid these pitfalls, make sure your goals are both SMART *and* WISE. ‘WISE’ stands for:

- Written,
- Integrated,
- Synergistic, and
- Expansive.

WRITTEN

The “W” in “WISE” stands for “written.” Writing your goals is a critical step – and one many people miss. Writing forces you to be clear in your thinking. It allows you to look at your plans with objectivity. It instills commitment and puts your thoughts in a durable form you can revisit again and again.

INTEGRATED

The “I” in “WISE” stands for “integrated.” Integrating your ideas means bringing them together in the same place so you can look at them all at once. Allow your personal and professional lives to intermingle. It’s okay if right under “increase profit share” you have “get a kitten.” They both improve your quality of life. They both contribute to your definition of success.

SYNERGISTIC

The “S” in “WISE” means “synergistic.” Whereas integrating your goals means *bringing them* together, synergizing means *making them work* together. Synergy happens when one idea advances another. Keeping a vision of what you want in mind when you think about your goals will help create that synergy. You really lose something when you decouple your goals from your vision; they become just another prioritized list.

The most powerful and peaceful way to think about your efforts is to see how they can

coalesce into one complete vision for your life.

EXPANSIVE

The “E” in WISE stands for “Expansive.” Think big. Your goals should inspire you to stay on the path to your dreams, not lock you into a pattern of ticking off bite-sized action items from here to retirement.

This may be the biggest differentiator between SMART and WISE thinking. Spending too much time and energy boxing your objectives into a hard and fast formula can squeeze the life right out of them. Some examples:

SMART GOAL– Schedule team-building and strategic planning off-site by end of January

WISE GOAL – Transform my staff into a team of inspired, empowered partners

SMART GOAL – Leave work by 6:00 p.m. three times a week, organize my office and work with my assistant to find new planning system within one month from today

WISE GOAL – Feel in control of my life

SMART GOAL – Go on a date with my wife at least twice a month and tell her why I appreciate her at least once a day starting August 3rd

WISE GOAL – Fall in love again

The best goals are both “smart” *and* “wise.” SMART thinking gives your goals specificity. WISE thinking gives them heart.

To summarize, although SMART goals make sense, your goals must also be WISE. In the words of Abraham Maslow, “When we free ourselves from the constraints of ordinary goals and uninformed scoffers we will find ourselves ‘roaring off the face of the earth.’”¹

¹Robert Cooper, *Get out of Your Own Way* (New York: Crown Business, 2006), 17.

EXERCISE On a blank sheet of paper, make a list of your current goals. Once they're written, refine them so they are both SMART and WISE. Keep the final list as a reminder, using the Your Goals worksheet on the following page.

YOUR GOALS

S	Specific	W	Written
M	Measurable	I	Integrated
A	Action-Oriented	S	Synergistic
R	Realistic	E	Expansive
T	Time-Bound		

Goal:

Goal:

Goal:

Goal:

Goal:

Goal:

Goal:

Goal:

Goal:

Goal:

Goal: