

Comparison of the Normal Life State to the Fundamental State of Leadership

Normal State	Fundamental State
Either-or thinking	Both-and thinking
Cover up weaknesses	Embrace weaknesses and turn them into strengths
Live a superficial life	Live an authentic, meaningful, and purpose-centered life
Externally driven	Internally directed
Self-image is determined by what others think	Secure, less selfish, and more willing to put the common good ahead of self-preservation
Self-focused	Other-focused
Externally-closed to feedback	Externally-open to receiving feedback
Reactive	Proactive
Comfort-centered	Willing to take risks
Accept what is	Seek what can be
Exist in a state of entropy or slow death	Come alive as we become the change we wish to see in the world
Act out of hypocrisy	Act with integrity
Self-deceiving	Self-aware
Operate out of fear and say what we think others want to hear	Values and behaviors become more congruent
Try to force others to change	Accept people where they are
Leadership is based on position	Believe that anyone can be a leader
Withhold information to maintain power	Share what you know to empower others
Seek glory and recognition	Realize that it is through the accomplishment of others that your true contribution is made
Focus on problem-solving	Engage in vision-setting
Survive	Thrive
Define success in terms of external rewards	Recognize success as internal
Live within self-limited definitions	Optimistic, hopeful, visionary, confident, courageous, persistent, adaptive, concerned, and caring.
Flee pain and pursue pleasure	Endure pain and sacrifice in the moment to achieve a better future
Self-centered	Self-actualizing
Possess conditional confidence	Willing to move forward in the face of uncertainty and learn from failures
Worrying about what others think keeps us from being honest	Honesty matters more than what others think
Act either arrogant and closed or too dependent and weak	Confident enough to act yet humble enough to learn

Note:

Information found in each column is from the book *Building The Bridge As You Walk On It* by Robert E. Quinn.