***How Effective Leaders Think***

**GUIDED NOTES**

***Attention Management:***

Leadership is focusing the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, skills, and resources of others to accomplish something specific.

**When you control your \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, you control your \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.**

As leaders, we face two types of distractions: 

1. **\_\_\_Cognitive\_\_\_\_\_\_\_\_\_\_\_\_\_\_ distractions** that distract our attention and thoughts.
2. **\_\_Opportunitiy\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ distractions** that distract our mission.

|  |  |  |
| --- | --- | --- |
|  | **Urgent** | **Not Urgent** |
| **Important** | **Critical**  Do Now | **Strategic**  Proactively Plan  |
| **Not Important** | **Not Critical** Delegate or Reject | **Distraction** Cease and Desist |

**REFLECTION: Thinking about your current to-do list, what tasks or responsibilities fall in the Not Critical or Distraction quadrants? How can you delegate, reject or cease doing these tasks immediately?**

Emails - shut down Outlook; Teams- same



***Thought Management:***

**Your life is always moving in the direction of your strongest \_\_\_\_thoughts\_\_\_\_\_\_\_\_\_\_\_\_\_\_.**

Cognitive bias creates unhealthy, \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, and sometimes \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ mindsets.

**Seven Types of Cognitive Bias**

1. **Confirmation Bias** – Favoring information that confirms to your existing beliefs.
2. **Optimism Bias** – You overestimate what is possible and underestimate the potential risk.
3. **Projection Bias** – Overestimate how others view you and assume they agree with you.
4. **Preference Bias** – You obsess about some things and ignore other critical factors.
5. **Negativity Bias** – When you remember and obsess about what went wrong and forget what went right.
6. **Perfection Bias** – When you cannot settle for anything less than perfection, from yourself and others.
7. **Control Bias** – When you believe that you need to retain control over the outcome to be successful.

**REFLECTION:** Name the biggest mindset holding you back. 

**ACTION:** Describe the new mindset, your declaration, about what WILL be true about you.

***Mission Management:***

**Effective leaders move their teams from \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ to \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.**

**Four Tiers of Efficiency**

1. Absolutely Mission Critical
2. Very Important and Strategic
3. Meaningful but Not Vital
4. Externally Initiated and Lower Priority

**REFLECTION and ACTION:**

Looking back at your calendar, emails, and to-do lists for the last few weeks, list each of the tasks, expectations, outcomes, engagements, meetings, decisions, etc.

Determine where each item on your list falls within the Four Tiers of Effectiveness.

What lower-tier activities are holding you back from higher-tier priorities and what will you do about it?