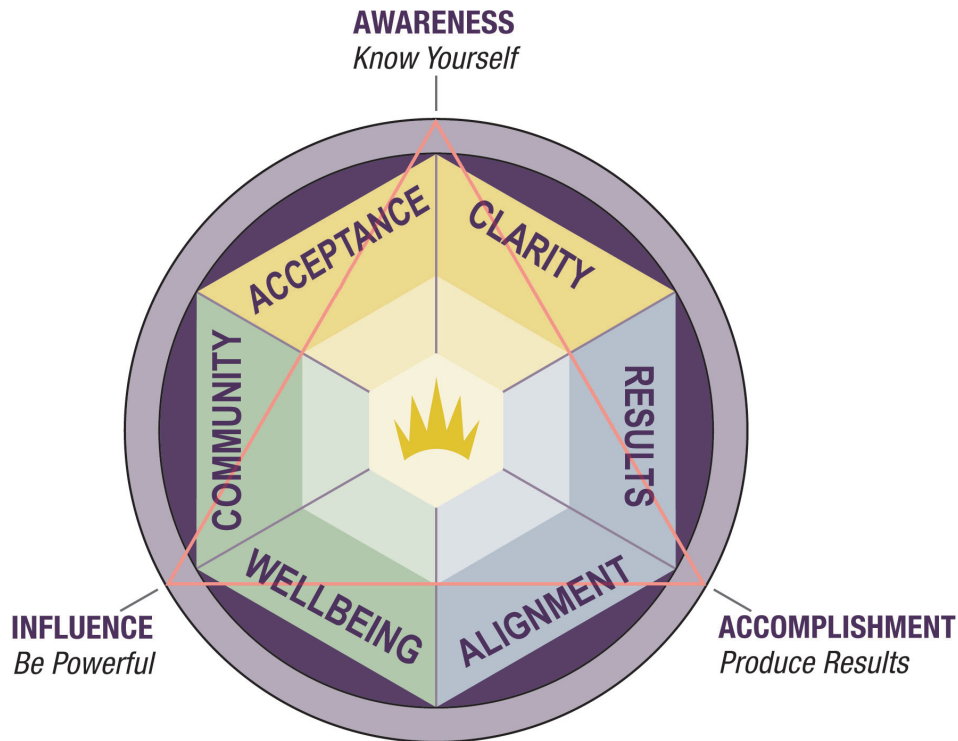


## The Tiara Model for True Leadership <sup>SM</sup>



The Tiara Model for True Leadership <sup>SM</sup> is integrated, cyclic and well represented by the wheel, indicating movement. At the model's center resides INSPIRATION, the origin of purpose, motivation and energy, represented by the crown. The critical step to embodying True Leadership is identifying the source of inspiration for oneself. Then, the experience radiates outward to Tiara's threefold leadership dimensions of AWARENESS, ACCOMPLISHMENT and INFLUENCE.

### What is True Leadership?

Leadership is neither a position nor a job title reserved for the few. We are *all* leaders because we are the ones responsible for leading our lives. We lead best by honoring ourselves – our unique purpose, our values and strongest attributes. Coming from this inspirational center, we naturally make a difference in our workplaces, communities and families.

Dedicated to this vision, Tiara International is redefining leadership for men and women in the workforce and inspiring them to lead in ways that fulfill their purpose and potential. We advocate for bringing the whole self to work. We guide, coach, encourage and support our clients in overcoming obstacles, facing challenges, taking risks, building relationships and making smart choices. Whether at corporations, companies, startups or nonprofits, they discover how to step up, team up, do the right thing and lead when it matters. They are more courageous, confident and resilient. They become leaders of influence and power.

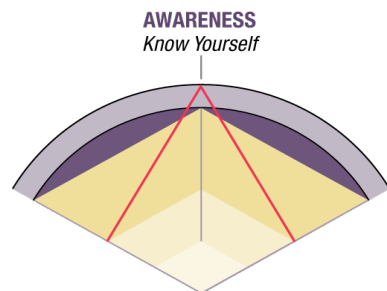
The Tiara Model for True Leadership <sup>SM</sup> that underlies our development programs is grounded in the belief that people desire inspired, meaningful lives. Hard data, research, thought-leader insights and our own observations affirm this inside-out approach.



These are our core leadership-at-work precepts:

1. **True leaders are self-aware.** They know the core essence of who they are. Character – the qualities of authenticity, trust and compassion – opens them up to possibilities and potentialities.
2. **True leaders are integrated.** Their personal and professional behaviors and actions are congruent. They produce results consistent with their values, purpose and priorities.
3. **True leaders evolve.** Their potential for growth and development is not self-limiting. Their effectiveness and circles of influence continuously expand exponentially.
4. **True leaders inspire actions.** They know they can't do it all by themselves. They inspire and empower others to leverage the power of community, teams, and working with others.

Each of the threefold leadership dimensions are described below along with their two key distinctions. From *Inspiration*, leadership move through *Awareness*, *Accomplishment* and *Influence* on their journey into *True Leadership*.



### What is awareness?

Tiara strongly believes that self-awareness is essential to effective leadership. At the most basic level, awareness is the capacity to know yourself. Standing back, you observe and accept the thoughts, beliefs and feelings that based on past experiences often inform your decisions. Taking ownership, you shift perceptions and transform behavior.

AWARENESS, the topmost dimension in the True Leadership model, also promotes being clearer about your strengths and learning new ways to leverage them. That clarity changes how others see you and how you see yourself, thus freeing you to make better choices and produce results that matter most in your work and your life.

### Acceptance

In our model Acceptance is NOT resignation, giving up or tolerating something that is not good for us. Acceptance IS being with a current situation wholly and completely, including all of your own reactions.

When Acceptance is missing, we feel resistant, tense, stressed or upset. When Acceptance is present, we feel a sense of relief and spaciousness as we let go of judgment.

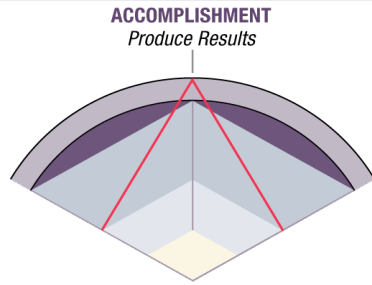
Acceptance is an essential element of leadership because it opens us up to connection, possibility, creativity and solutions that will make a difference. The risk is that without Acceptance we tend to repeat patterns, work hard with no outcome or make anxiety-based decisions that further complicate an issue.

### Clarity

After Acceptance comes Clarity. As leaders it is important to be clear on what we most desire and our intended outcomes.

Time and time again we see our clients struggle with creating and sharing a clear, compelling vision with others. They keep goals too small, afraid of failing or being judged. They over-extend, stating outcomes that are unrealistic because they are trying too hard to be inspiring. They spin their wheels, looking for the "right" answer before taking action.

We know that there is an art to reach that magic pivot point of Clarity that moves people forward and stretches them beyond their previous levels of achievement.



### What is accomplishment?

The standard model of thought is that leaders must work hard to produce results and that their success most often comes with sacrifice. The True Leadership dimension of ACCOMPLISHMENT encourages men and women, at all stages of their careers, to produce results with ease by staying true to their vision and being intentional.

We know that results are essential. When people build trust, accept responsibility, master conflict and practice “gracious” accountability, organizations realize their talent investment in what Tiara calls Return on Energy<sup>SM</sup> (ROE). We’ve witnessed how leader-like actions aligned with purpose, values and goals yield powerful business outcomes.

### Results

Part of leading effectively is predictably producing results. This is not to be confused with simply being busy. We find that people over-commit and over-work, leading to feeling burnt out instead of successful.

We practice using a four-step process to produce results with greater ease. The steps are:

1. Be clear on what you want.
2. Take inspired action.
3. Look forward.
4. Trust.

Taking inspired action teaches people to develop a laser-like sense of what the most effective, purposeful action will be and let busywork go.

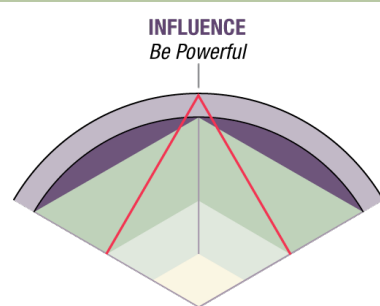
### Alignment

To continue building momentum toward top priority results, it's necessary to align your internal and external environments with the future vision.

The internal environment includes your thoughts, beliefs and internal dialogue. Left unattended, limiting mindsets and a negative inner critic can sabotage progress.

The external environment includes behaviors, conversations, relationships and the physical environment. Do your actions align with your priorities? Do your conversations and relationships support success? Are your surroundings in line with your goals?

When there is alignment, results begin to flow.



### What is influence?

Some leaders shy away from the word “power” because it is often perceived as too aggressive. This True Leadership dimension redefines powerful leaders as those whose circles of INFLUENCE expand as they own *and* share their power.

Being of influence compels you to: 1. Speak out. 2. Communicate clear messages and direction. 3. Engage others in attaining a shared vision. 4. Achieve consistent results for the good of the whole. To excel, you move from *doing* things to *being* the leader. You tap into your inspiration and nurture your own well-being. You manifest your power and resilience at full strength in your ability to collaborate, innovate and contribute to sustainable organizational growth.

### Wellbeing

In order to expand in influence and contribution, it is important to take care of ourselves in mind, body and spirit. In shifting from “doing” the work to “being” a leader, there needs to be a realization that one’s own wellbeing is a top priority. We know that we can’t help others when we haven’t put on our oxygen mask first. As leaders we must role model this belief through our behaviors.

We need to know how to take care of ourselves so that we are grounded, centered, energized, creative, focused and able to choose. This is not to be confused with health, fitness or other physical goals. Those are great goals to have, for sure. However, there are many simple, brief, free ways to generate wellbeing throughout the day, even if you miss a workout, e.g. breathing deeply, getting fresh air, taking a meaningful break in the action and more.

### Community

As we grow in leadership we develop strong, mutually beneficial, genuine relationships with those around us. We understand the importance of both giving and receiving. We know that we cannot achieve our greatest vision on our own. We know that it will take a community.

We believe that true power is the ability to have a vision or goal manifest into reality. True power engages others in a respectful, inclusive, inspiring way. Relationship building is seen as a fulfilling, inspiring way of connecting with others, not the political power game of the past.

We are appreciative of those around us, capable of leveraging strengths and can generate a future vision clear enough for others to see and believe in.