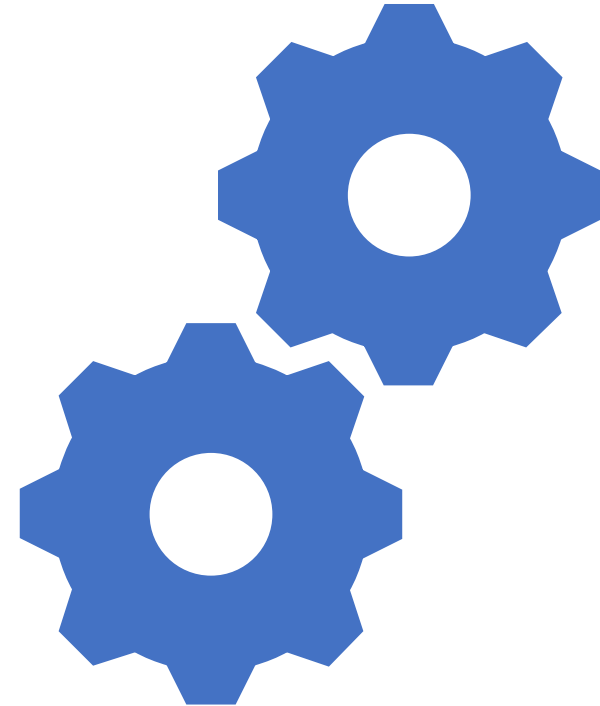


# Upgrading Your Leadership Operating System

How to Transform Your Leadership –  
Five Principles To Lead From Inside Out

Feyzi Fatehi  
CEO, Corent Technology, Inc.

January 10, 2020  
UCI Merage School of Business  
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A great  
entrepreneurial  
CEO is ...

... someone who knows

- **WHAT** to do

and

- **HOW** to do it!

Knowing  
WHAT to do  
got you here,  
learning HOW  
to do it, will  
get you there!

Level 1

Level 1 CEOs are learning **WHAT** to do.

Level 2


Level 2 CEOs are great at **WHAT** to do.

Level 3


Level 3 CEOs are great at **WHAT** to do,  
and at **HOW** to do it!

Level 3  
leadership  
foundations:  
Organizational &  
Personal  
Masteries



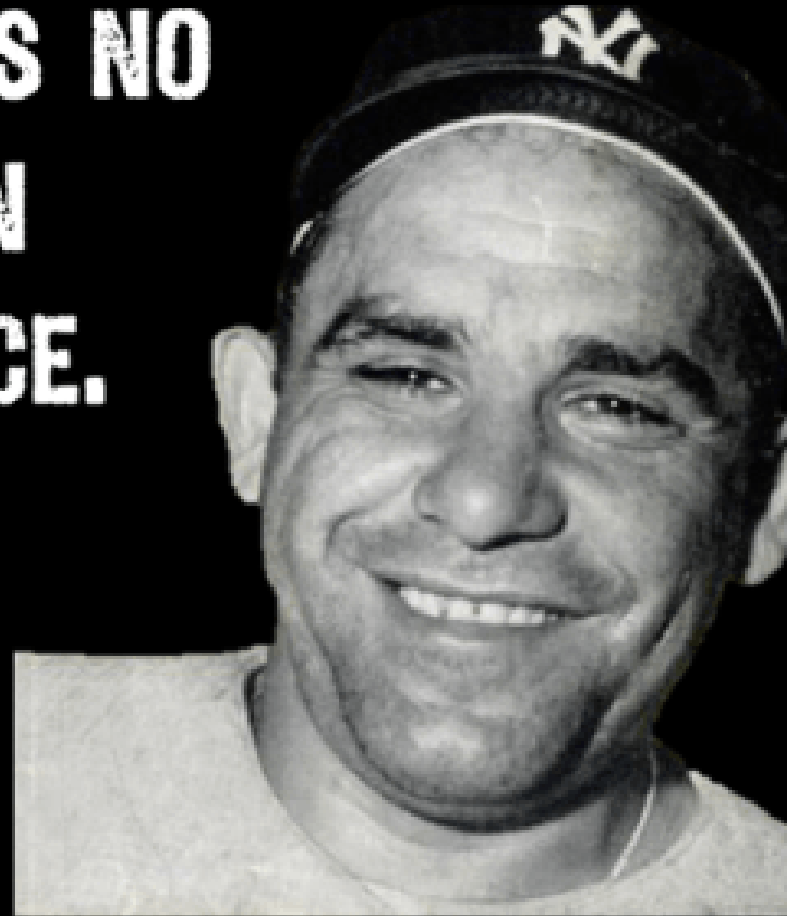
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Five key  
requisites for  
Effective  
Organizational  
leadership

1. **Self-Mastery** – Managing your mind, mood, and mojo
  2. **Emotional Mastery** – Emotional Courage, resilience, conflict management skills
  3. **Interpersonal Mastery** – Verbal, interpersonal, and leadership meta-skills
  4. **Behavioral Mastery** – “What got you here, won’t get you there!”
  5. **Coaching Mastery** – Mastering the way you coach and mentor as a leader!
- 
- A decorative graphic in the bottom right corner consisting of several short, thick yellow dashes arranged in a curved, upward-sloping pattern.

**“IN THEORY, THERE IS NO  
DIFFERENCE BETWEEN  
THEORY AND PRACTICE.  
BUT IN PRACTICE,  
THERE IS.”**

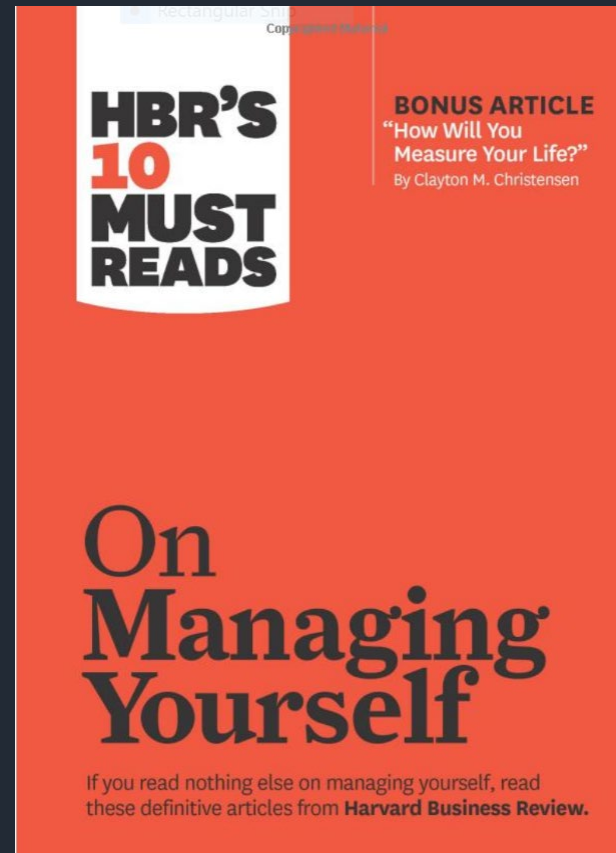
**-YOGI BERRA**





Select Recommended  
Resources

# 1) Self-Mastery – A masterpiece collection on Self-Mastery!



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# 1) Self-Mastery – Managing your Personal Energy! *(mind, mood and Mojo)*

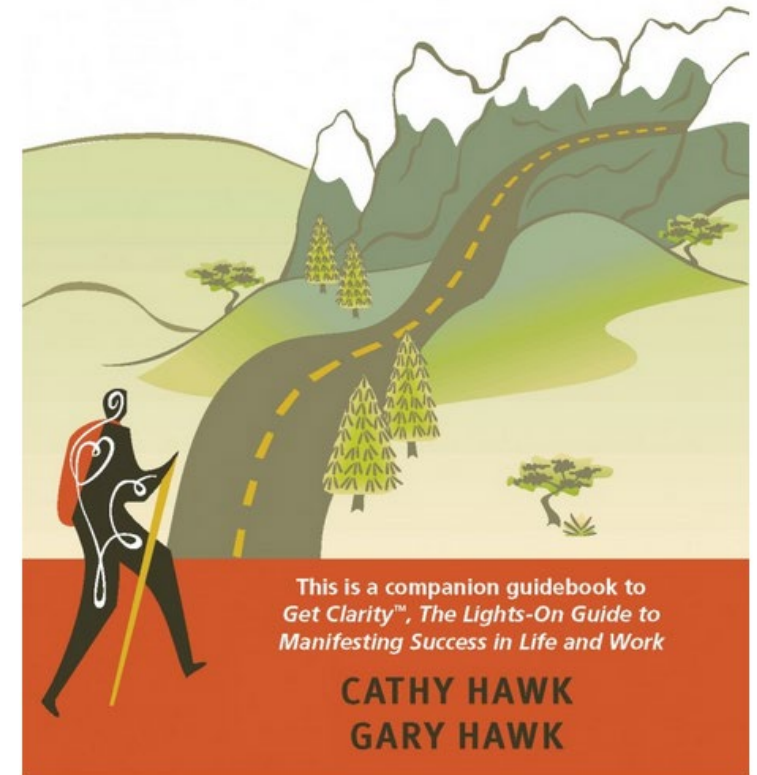
*[Some of my friends and I have had this breakthrough training. It has been a truly life changing experience.]*

## CLARITY ATTENTION GUIDE AND BALANCE SHEET

	INDIVIDUALS <i>What is my energy at work characterized by?</i>	LEADERS <i>Where is my energy focused as a leader?</i>	TEAMS <i>What is the team's energy?</i>	SYSTEMS <i>Are our systems...?</i>	ORGANIZATIONAL BEHAVIORS <i>Are our behaviors...?</i>	ORGANIZATIONAL SPIRIT <i>Is our organization reflecting...?</i>	
EFFECTIVE Solution Focused 	◆ Effortlessness	Service	Alignment	Chaordic	Imaginative	Integrity	◆
	⚙ High Noticing	Visionary	Innovation	Intuitive	Manifesting	Clarity	⚙
	● Authenticity	Acknowledging	Feedback	Abundant	Excellent	Intention	●
	★ Dedication	Coaching	Participate Fully	Collaborative	Kind	Compassion	★
	☺ Enthusiasm	Modeling	Willingness	Contributing	Empowering	Force	☺
	⚙ Excitement	Confidence	Recreation	Vital	Receptive	Passion	⚙
	■ Trust	Honesty	Safety	Creative	Accountable	Values Based	■
	■ Discomfort	Frustration	Shift	Transformation	Challenge	Paradox	■
	■ Fear	Manipulating	Intimidation	Motivational	Threatening	Superficiality	■
	⚙ Exhaustion	Sabotaging	Spoil the Game	Entropic	Resistant	Obligation	⚙
CHOICE POINT 	☺ Anxiety	Evaluating	Withdrawal	Passive	Controlling	Pressure	☺
	★ Defiance	Telling	Compromise	Competitive	Critical	Suspicion	★
	● Self-importance	Advising	Gossip	Scarce	Mediocre	Ambiguity	●
	⚙ Habituation	Assuming	Imitation	Apathetic	Pretending	Obscurity	⚙
	◆ Overdoing	Dictatorial	Anarchy	In Agreement	Tyrannical	Division	◆
	◆						◆
INEFFECTIVE Problem Focused 							

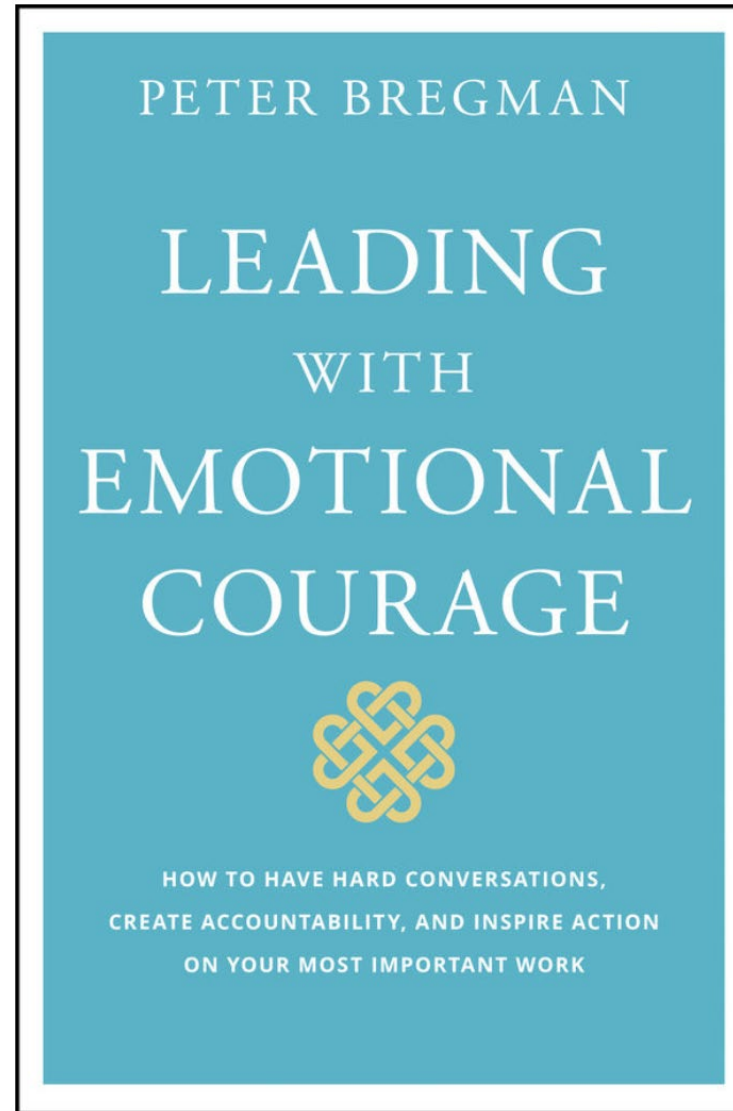
# SHIFT

A Guidebook to Above-the-Line,  
Positive Thinking

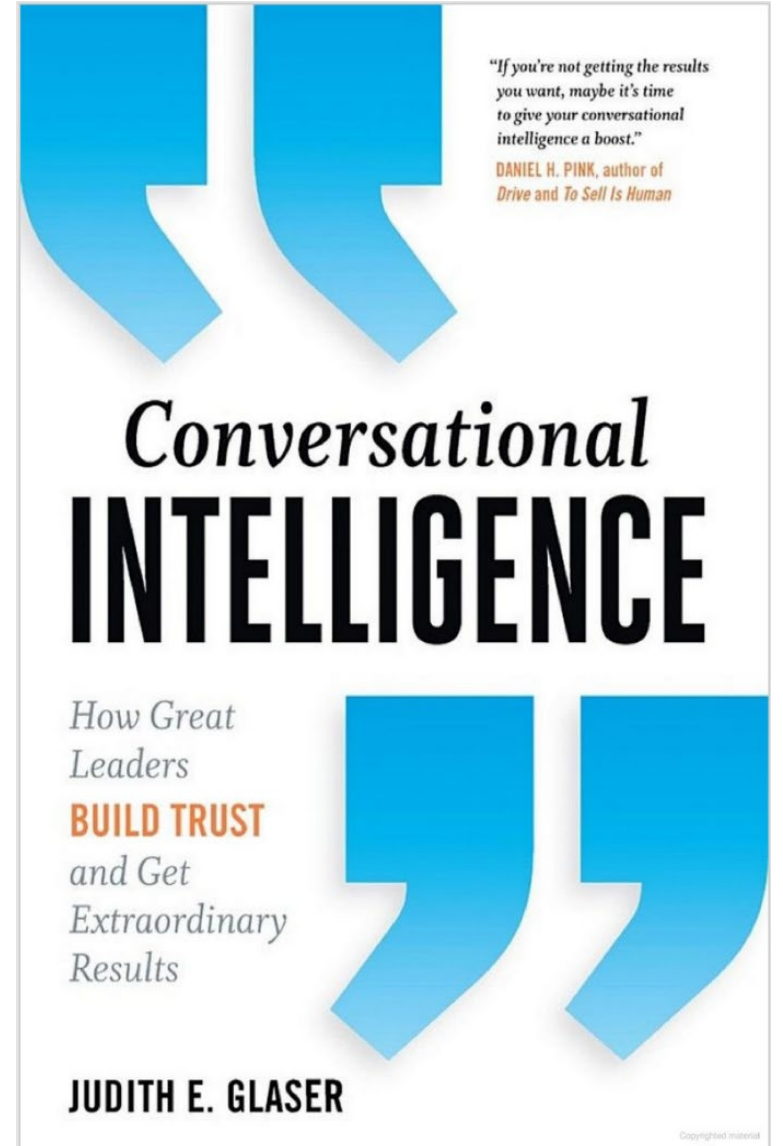
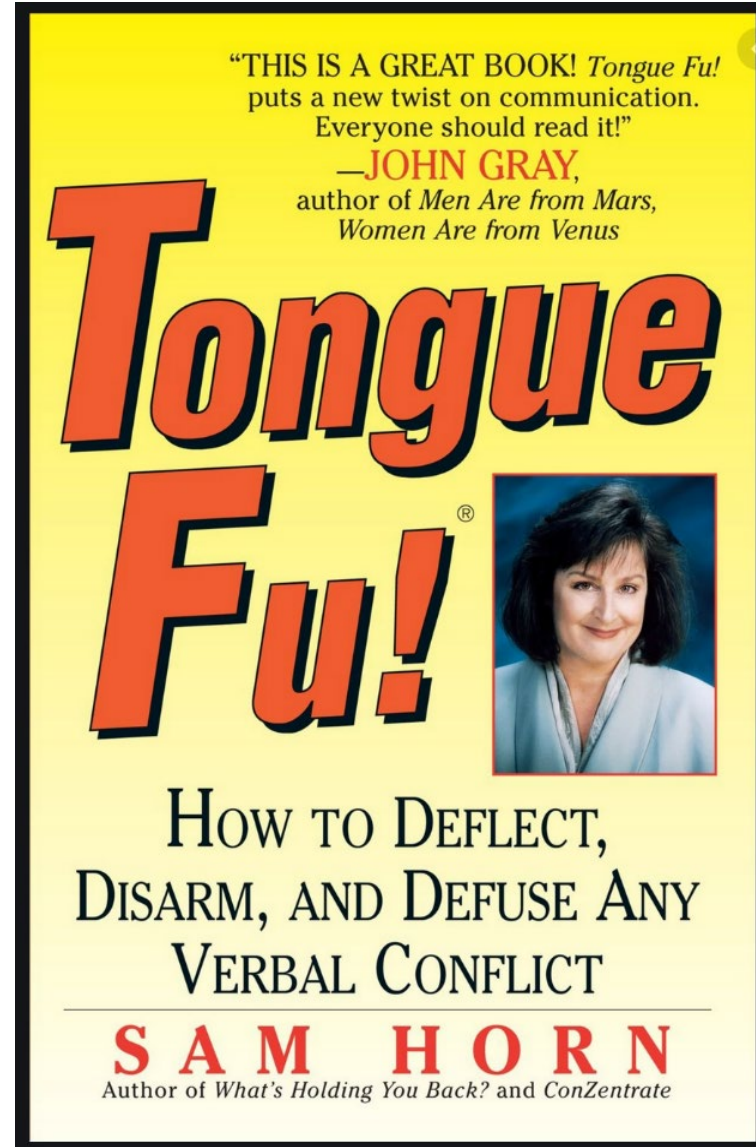


## 2) Emotional Mastery

<https://bregmanpartners.com/podcast/peter-bregman-leading-with-emotional-courage/>



### 3) Interpersonal Mastery



## 3) Interpersonal Mastery: (Cont.)

- [Dealing with an "edgy" colleague](#): Here's how to take the edge off, in a tactful manner.
- [Did your team dynamics turn to the Dark Side?](#) If you are the leader, this is a wonderful opportunity to be vulnerable and positive at the same time.
- [Making sure no one drones on in a meeting](#): Just say this at the beginning.
- [Staying focused](#): Three tips for keeping your conversations clear and focused.
- [Calling out "fake" agreement](#): You're in a cross-functional meeting in which two groups think they just agreed, but you heard disagreement. How do you respectfully and effectively clarify who said what, and what's going to happen next?
- [Honoring a dissenting opinion](#): If you're a leader, how you react to a dissenting perspective speaks volumes about the culture you have built.
- [Everyone agrees but me](#): You were in a meeting in which everyone agreed, except you. But you didn't say anything, for fear of rocking the boat.
- **Full list:**
  - <https://sayitskillfully.com/meeting-fatigue/>
- **Podcast:**
  - <https://tunein.com/podcasts/Business--Economics-Podcasts/Say-It-Skillfully-p1273252/>



Molly Tschang

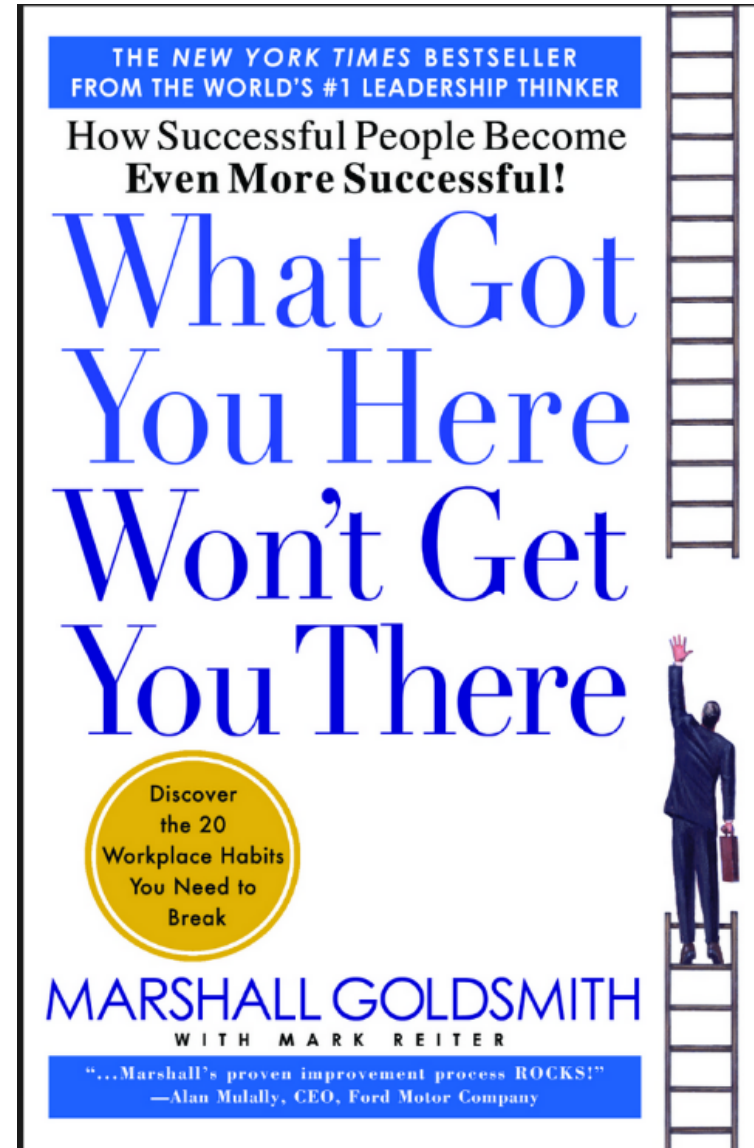
Executive Talent & Leadership Team Development  
New York, New York



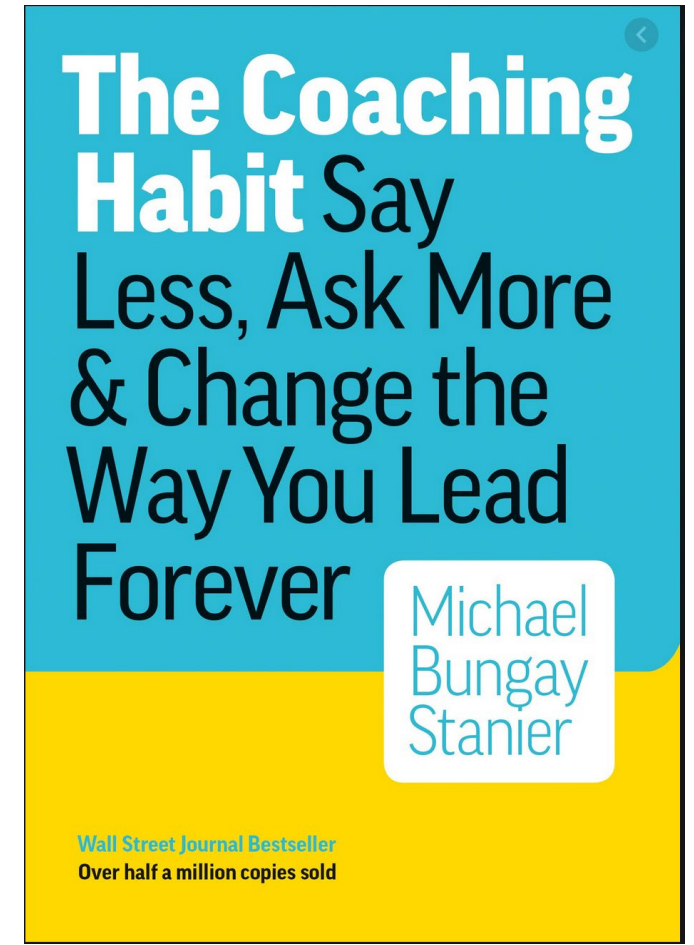
Say It  
Skillfully

## 4) Behavioral Mastery

The 20 bad habits for Leaders to Break



## 5) Coaching Mastery





... and let's  
remember...

**We cannot scale our business any faster  
than we can scale ourselves!**

# Other Recommended Resources

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WITH A NEW INTRODUCTION

“Playing it safe is not safe in today’s fast-paced marketplace. *Disrupt Yourself* is a must-read for anyone looking to stand out from the crowd and pursue innovation in our highly uncertain business climate.”

—ERIC RIES, bestselling author of *The Lean Startup*

# Disrupt Yourself

Master Relentless Change  
and Speed Up Your Learning Curve

Whitney Johnson

Author of *Build an A-Team*

HARVARD BUSINESS REVIEW PRESS

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0:08  
Play to Your Distinctive Strength  
Disrupt Yourself Podcast



<https://whitneyjohnson.com/disrupt-yourself-podcast/>

# SUCCESS BUILT TO LAST

CREATING A LIFE  
THAT MATTERS

JERRY STEWART MARK  
PORRAS\* EMERY THOMPSON

\*Coauthor of **BUILT TO LAST**. Over 1,000,000 copies sold.

Foreword by Senator **JOHN McCAIN**

