

## The Leader's Notebook

### *Self-Management*

To work on your capacity to regulate your own anxiety and reactivity—to be a nonanxious presence—think about these things:

1. Knowing your limits and the limits of others
  - a. A clear understanding of where "I" end and someone else begins
  - b. A respect for the rights of others to be the way they are, yet refusing to allow others to violate or intrude upon your own rights
  - c. A readiness to define who you are from within, rather than adapting to please others or defining yourself over against others
2. Having a clarity about what you believe
  - a. Having a set of convictions, values, and beliefs
  - b. Knowing what you would "die for" and what's important
  - c. Recognizing about what you are certain and about what you are not certain
3. Taking stands with courage
  - a. Defining where you stand and what you believe in the face of disapproval
  - b. Refusing to give in for the sake of harmony when it is a matter of principle
  - c. Standing firm in the face of strong reactions (such as, "You can't think, act, or feel that way and be part of this community!")
4. Staying on course

- a. Resolving to follow through, in spite of reactive opposition or sabotage
  - b. Exercising emotional and spiritual stamina to follow a vision, not allowing reactive forces to change your course.
5. Staying connected to others, despite it all
    - a. Maintaining a nonreactive presence with people who are reacting to you (by verbally attacking you, avoiding your presence, minimizing your viewpoint)
    - b. Resisting your own impulse to attack or cut off from those reacting to you, or to appease them to dispel their anger or frustration
    - c. Managing your own anxiety, not others' anxiety