



COLORADO
THOUGHT LEADERS
FORUM

CTLF SPRING SIGNATURE EVENT

Spring Digest 2023

Keynote: Dr. Tasha Eurich

presented by:



Class **VI** Partners™

April 2023




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INTRODUCTION TO THE SPRING DIGEST

In the world of business leadership, the concept of self-awareness—knowing who we are and how we are perceived—is vitally important, as Dr. Tasha Eurich’s research on the subject so powerfully points out. Moreover, CTLF believes self-awareness and HEART-level leadership are a potent combination if we are to realize our vision of better leaders, better companies, and better lives.

By viewing the world through the lenses of humility, engagement, authenticity, regeneration, and thoughtfulness, we not only create healthy, prosperous cultures that help our companies thrive, we are personally challenged to expand our thinking, challenge convention, experience authentic connection with others, and grow as person.

Imagine how profoundly different companies, communities, and the world might look if business leaders everywhere, from all walks of life, folded these principles into their way of being:

- Ego and pride replaced by humility and appreciation
- Distant and removed replaced by active and engaged
- Fear and facades replaced by authenticity and connection
- Extractive mindsets replaced by sustainable, regenerative cultures
- Passion and ambition guided by wisdom and thoughtfulness

Thank you for helping CTLF empower and equip business leaders to make a real difference in the world. We believe leadership is a privilege that also comes with a great many responsibilities, and we’re grateful you have chosen to invest your time this way. By being here today, your commitment to yourself, your company, and your community is on full display.

Better leaders. Better companies. Better lives.



KEYNOTE: DR. TASHA EURICH

THE POWER OF INSIGHT: HOW SELF-AWARENESS HELPS LEADERS CONNECT & GROW

Dr. Tasha Eurich is an organizational psychologist, researcher, and *New York Times* best-selling author. Her life's work is to help people become the best of who they are and what they do. With a reputation as a candid yet compassionate voice in the self-improvement space, Tasha pairs her scientific grounding in human behavior with a pragmatic approach to personal development.

Recognized as the world's leading self-awareness coach, organizational culture expert, and communication expert, Tasha is the principal of The Eurich Group, a boutique firm that helps companies—from start-ups to the Fortune 100—succeed by improving the effectiveness of their leaders and teams.

Tasha has worked directly with tens of thousands of leaders, and spoken live to hundreds of thousands more, on every continent but Antarctica—with clients including Google, Salesforce, Royal Bank of Canada, Nestlé, Johnson & Johnson, the NBA, Walmart, Whataburger, and the White House Leadership Development Program.

Her first book, *Bankable Leadership*, debuted at #8 on *The New York Times* bestseller list. Her latest book, *Insight*, explores the connection between self-awareness and success. Hailed as a “bold, exhilarating take on self-improvement” by *Success Magazine* and a “fascinating read” by *The Guardian*, *Insight* was selected by Brené Brown as one of her Leadership/Business books, and famed Wharton professor Adam Grant calls it one of the three books he recommends most often.

Tasha has contributed to *Harvard Business Review*, TED.com, CNBC, *The Guardian*, and *Entrepreneur*, and her work has been featured in outlets like *The New York Times*, *The Wall Street Journal*, Fox Business, Forbes, NBC, CNN, BBC, and NPR, as well as peer-reviewed journals. Her TEDx talks have been viewed more than nine million times.



RESOURCES

CHECK OUT DR. TASHA EURICH'S RESOURCES TO USE IN CONJUNCTION WITH THE INSIGHT BOOK

The **Insight Leader Toolkit** provides a way for teams to understand each other authentically. It will guide you and your team through the Five Cornerstones of Collective Insight and drill down into the the three building blocks of self-aware teams.

The toolkit builds upon concepts Dr. Tasha Eurich outlines in her book, *Insight*. These exercises allow the leader to model self-awareness and ensure the team collectively improves.



Are you ready to find out how self-aware you are? The answer may not be what you think!

The five-minute **Insight Quiz** will help you learn more about how you, and someone who knows you well, view your self-awareness.

To learn about the *Insight* book, get more resources, and take a free self-awareness quiz, scan the QR code or go to www.Insight-Book.com



To get support on your journey (and a free *Insight Workbook*), join the *Insight Facebook Group*: www.Insight-Challenge.com

SELF-AWARENESS: HOW ARE YOU USING IT?

BY XAN PEARSON, CTLF CEO & PRESIDENT

How many of us dedicate time for reflection and self-awareness with the goal of resolving any number of worthy endeavors, only to discover those earnest commitments to self-improvement have fallen victim once again to distraction and lack of focus?

What if self-awareness and goal setting weren't exercises we did once a year? What if we considered honest reflection and insight essential parts of our daily lives? What if, as business leaders, we took the time to learn how to be more self-aware?

In her book, *Insight*, Dr. Tasha Eurich asserts that self-awareness is one of the foundations for effective leadership. Without it, she maintains it is impossible to master the skills most critical for success. In her research, she discovered that although 95% of leaders consider themselves self-aware, the actual number is closer to 10%-15%. The irony in that statistic is, at the same time, both amusing and alarming.

The problem is that we are doing it wrong. According to Dr. Eurich, there are two types of self-awareness—internal and external. We tend to spend a lot of time on the first and very little on the second. Do we truly know how others perceive us, and does it match our own internal insights? Dr. Eurich says that for 85%-90% of people, the answer is no. An even more surprising result of her research indicates that the more senior we become as a leaders, the less self-aware we are likely to be. Why? Because fewer people who work for us are willing to share their honest perceptions about us.

For years, one of my favorite quotes has been by Carl Jung: "Your vision will become clear only when you look into your heart. Who looks outside, dreams; who looks inside, awakens." But in *Insight*, Dr. Eurich provides scientific evidence that this oversimplifies the process of self-awareness. In fact, we must also look outside of ourselves to fully understand others' perceptions of us and the impact we have. As she astutely points out, self-awareness is a prism, not a mirror. With all due respect to Dr. Jung, one of the greatest thinkers of all time, I will need to adjust my mantra.

So how do we become more self-aware? It requires a commitment to remove the proverbial rose-colored glasses and cultivate two key qualities: humility and vulnerability. Truly understanding our strengths and weaknesses while seeking and embracing unbiased insights from others are both vital to achieving self-awareness. Developing self-awareness—knowing who we are and how others see us—can help us be more fulfilled, confident, and successful in life and work. This is a focus of one of our programs: our Personal and Professional Development Forums (PDF). Members love the insights and accountability this program provides. As leaders they can learn how to model that behavior to their employees, which, according to Dr. Eurich, is one of the first steps in creating a more self-aware team and company.

In 2022, CTLF as an organization spent a lot of time on both internal and external self-awareness, analyzing ourselves and our operations as well as seeking input from our members and listening carefully to their insights. We all know transitions take time and change can sometimes be challenging, but that work has proven invaluable—our community is growing!

CTLF membership has increased 50% over the past year. We have turned these insights into action throughout Q1 of 2023 by launching some new free events for members, providing more opportunities for our members to connect with the broader CTLF community and providing more quality thought leadership content.



INSIGHT & AWARENESS FROM Q1 CTLF EVENTS

"I CAN QUIT, BUT NOT TODAY." -TEZ STEINBERG

Fireside Chat with Tez Steinberg

An Ocean of Insight: Turn Ambition Into Action

Tez is an endurance artist, entrepreneur, keynote speaker, consultant, and the only person in history to row a boat alone from California to Hawaii with no prior sailing or rowing experience.

- Have the courage to listen to your heart and choose which stories you tell yourself.
- Even the extraordinary achievements of an individual are not possible without a support system.

Business Resource Seminar with Bob Neuman, Amanda Moriuchi, Karl Becker, Lori Cornetta, Mary Grothe, and Rob Scott

Developing Revenue in Challenging Times

This was an engaging and informative morning as our panel of experts discussed tools and strategies for business development, sales, and revenue generation in challenging economic environments.

- Disruption creates permanent changes, and nothing just goes back to the way it was before the disruption.
- Even in a downturn, work needs to be done and there are needs to be met. Build more relationships and have more conversations.
- Raise everyone around you. Are you able to find a way to give someone value without seeking value for yourself? What do you do to bring value to the people you want to serve?



CULTIVATING HUMILITY: IT'S NOT ALL ABOUT YOU...OR IS IT?

BY XAN PEARSON, CTLF CEO & PRESIDENT

"The more committed you are to building self-awareness, the more empathy and grace you learn to extend to yourself."

- Dr. Tasha Eurich

As you go about your daily life, how much time and energy do you spend focused on yourself? It's probably more than you think. In her book, *Insight*, Dr. Tasha Eurich talks about the increasing "cult of self" world in which we now live. One study found that we spend 60% of our time talking about ourselves and more than 80% when we are on social media.

We have become a self-absorbed society, with a social interaction focus that flies in the face of what had been widely regarded as timeless wisdom. Longstanding adages like "Seek first to understand before seeking to be understood.," "Two ears. One mouth.," and "Listen more. Talk less." have seemingly been jettisoned from our cultural playbook.

As leaders, we need to shift the narrative from self-absorption to one of self-awareness. Dr. Eurich maintains that self-awareness is one of the most critical skills a leader can have, and cultivating humility is an essential, often overlooked tool for achieving it.

The first step in cultivating humility is to understand what it is not. There is a distinct difference between being self-aware and being self-critical. The goal is to be fully aware of ourselves—the good and the not-so-good—and loving the person we discover in spite of our shortcomings. As leaders, it's important to humbly recognize and accept our weaknesses (as well as our strengths) without fixating on them or hiding behind the façade of perfection. Rather, choose to accept, understand, and forgive imperfections as we continue to grow on our leadership journey.

Is humility really that big of a deal? It is if we care about being more effective, connected, approachable, and trusted leaders of impact. Consider these powerful benefits of humility in leadership:

Improved decision-making: Humility allows leaders to consider multiple perspectives, be open to new ideas, and make decisions that are in the best interests of all stakeholders rather than just themselves.

Better relationships: Leaders who exhibit humility are more approachable and better able to connect with others, which can lead to stronger relationships with employees, customers, and other stakeholders.

Increased credibility: Humility increases a leader's credibility. People are more likely to trust and respect someone who can admit their mistakes and listen to others.

Increased creativity: Leaders who are humble are more open to new ideas and perspectives, which leads to creativity and innovation.

Better team building: Humility can help leaders build stronger teams by creating a positive, authentic, inclusive work environment where everyone feels valued and respected.

Better conflict resolution: Humility helps leaders effectively resolve conflicts in their willingness to consider multiple perspectives and finding solutions that are in the best interests of all parties.

So, how do we cultivate humility in ourselves? Here are some simple ways we can practice humility daily:

1. Practice gratitude. Regularly taking time to reflect on the things you are grateful for can help shift your focus away from yourself and your own accomplishments and onto other people, experiences, and things in your life that bring joy and fulfillment.

2. Seek feedback. Ask for candid feedback from others, especially those you trust and respect. This can help you see yourself and your actions more objectively and allow you to learn and grow from their perspectives.

3. Serve others. Engaging in volunteer work or community service is a great way to develop humility by putting other's needs ahead of your own and recognizing the value and worth of others.

4. Listen more, talk less. Make a conscious effort to listen more and speak less in conversations. Ask curious questions. As Dr. Eurich puts it, "Be an informer, not a meformer" when engaging and connecting with others on social media. Taking the focus off you and putting it on others helps you become more engaged and aware of the perspectives and contributions of others.

5. Acknowledge your mistakes. Take responsibility for your mistakes and seek to make amends. This shows that you are open to learning from your mistakes and that you value the feelings of others. It models accountability to your employees and instills trust.

6. Practice self-reflection, not self-criticism. Take time each day to reflect on your thoughts, feelings, and behaviors. Ask yourself how they align with your values and beliefs. Did I actively listen today? Did I seek and acknowledge the value of different perspectives? This can help you become more self-aware from a place of alignment rather than judgement.

As Dr. Eurich points out in her book, “The more committed you are to building self-awareness, the more empathy and grace you learn to extend to yourself.” Cultivating humility allows us to better appreciate not only our own strengths, but the strengths of others. More importantly, it allows us to graciously accept our imperfections in ourselves and others.



CTLF'S SCOPE OF WORK

EVERY ORGANIZATION HAS A UNIQUE GENIUS—SOMETHING THEY DO BETTER THAN ANYONE ELSE.

CTLF's genius is creating the conditions for authenticity, deep connection, and growth. Because we move beyond tips, tools and techniques, there is real transformation. Through our Programs & Events, we help leaders unleash their potential by seeing themselves as designers of their leadership and life.

»»»» Programs

- Elevate Leadership
- HEART@Work
- Mentorship
- Personal Development Forums
 - Women's & Men's
 - CEO Connect
 - Thrive
- Strategic Connections
- WiseWomen

»»»» Events

- Spring Signature Keynote: *April 20, 2023*
- Summer Social: *June 22, 2023*
- CEO Forum: *Oct. 3, 2023*
- Holiday Event: *Nov. 16, 2023*
- HEART-Level Leadership Awards: *Feb. 22, 2024*
- Business Resource Seminars: *Assorted dates*
- Fireside Chats: *Assorted dates*

If you would like more information on CTLF's Programs & Events, visit www.ctlf.org or email Robert Ham at roberth@ctlf.org.



CTLF'S MISSION & VALUES

BETTER LEADERS. BETTER COMPANIES. BETTER LIVES.



H **Humble**
When we are humble, we move beyond our own egos and approach others with a sense of true humanity. Our self-awareness enables us to continually grow.

E **Engaged**
We deeply engage our peers, teams, and employees with intention, approaching each person as an individual --- listening, understanding, connecting.

A **Authentic**
For real. It's not just a common phrase, it's how we live. Authenticity becomes the baseline for how we show up and interact with others.

R **Regenerative**
We create abundant and resilient outcomes by designing healthy roles for ourselves and others. Health and wellbeing are standards for how we achieve success. We make the world a better place.

T **True to Service**
Focusing on our shared values allows us to build a community dedicated to helping others succeed. We serve first.



OUR WORK
We help leaders:

- Build influence & community
- Expand thinking
- Inspire innovation
- Grow as a person

OUR MISSION
We develop HEART-level leaders who create authentic, healthy cultures and better companies.

OUR GENIUS
We create conditions for authenticity, deep connection, and growth through HEART-level leadership.

UNLEASHING POTENTIAL THROUGH HEART-LEVEL LEADERSHIP

Meet the CTLF Board of Advisors



Matt Emerson
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CEAVCO an AVFX Company



Jaclyn Gruber
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M33



Johnny Hyde
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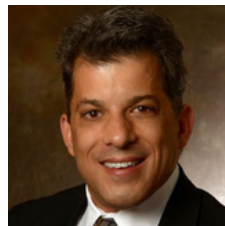
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David Tolson
Co-Founder & Managing Partner
Class VI Partners



Xan Pearson
CEO & President
Colorado Thought Leaders Forum

PRESENTING PROGRAM: WISEWOMEN

A HAND FORWARD, A HAND BACK.



CTLF WiseWomen connects female executives in a safe, nurturing environment where personal and professional relationships can flourish. It is much more than networking; it is intentional and meaningful relationship-building.

Members can participate in monthly social activities, cultural events, philanthropic events, and educational opportunities as they are available. Moreover, the annual retreat is viewed as a highly valuable experience and members are also invited to all of CTLF's events and workshops.

Program Details

Cohort leads plan free and paid monthly, in-person, and virtual events

Cost: \$575 annually (additional \$75 one-time new member fee)

Included in Membership:

- WiseWomen Program Membership
- CTLF Membership
- Access to CTLF member-only events, resources, and workshops

If you would like more information on CTLF WiseWomen, visit www.ctlf.org or email Robert Ham at roberth@ctlf.org.

PRESENTING SPONSOR: Class VI Partners

SPRING FORWARD WITH A FEW AWARENESS-RAISING EXERCISES



At Class VI, we exist to empower the entrepreneurial spirit. Our expertise centers on helping business owners build financially valuable companies that are a joy to lead. We also help entrepreneurs plan to and eventually exit their enterprises with the confidence and resources to take on life's next challenge—whatever that may be for them.

Given our focus, we spend a lot of time conducting market analyses, developing financial models, and even designing our now-patented Business Health Assessment algorithm. But we can't fulfill our mission without also helping clients examine big picture issues related to their deeply held “why” and their organization's leadership, team, and culture.

Given that introspection alone can only get one so far (and sometimes nowhere at all), we value real-life data and outside perspectives. Following are three exercises we use with our clients to help gather such awareness-boosting information. The good news, they're just as applicable to senior executives and rising stars as they are to the business owners we partner with.

If you've been inspired by this year's Spring Signature Keynote, consider moving forward by giving one or more of these activities a try.

ONLY THE BEGINNING...

These exercises offer different perspectives on leaders and teams. But comprehensive professional and personal development will, of course, hinge on a wider exploration of where you're headed and how far you've come along your chosen path.

Fortunately, CTLF excels in helping individuals pursue such growth with a HEART-focused mindset. That's why we're so glad to be part of events like this Spring Signature Keynote 2023 and grateful to you for participating and reading along here.

EXERCISE #1: 80/20

This exercise is based on the 80/20 Principle, originated by the Italian economist Vilfredo Pareto, who, in 1936, observed that roughly 80% of land in Italy was owned by 20% of the population. Another thinker, Richard Koch, later applied the 80/20 Principle to time management. He argues that 80% of a CEO's contribution to an organization derives from only 20% of time spent.

This leads to an interesting conclusion. If we aim to both increase our effectiveness and improve our quality of life, we can do so by tipping the 80/20 balance. We can consciously reduce our low-value activities in favor of those packing the greatest punch.

To see how you might go about such a reprioritization, engage in a simplified version of our 80/20 exercise:

- 1.** First, list the 10 categories of business-related activities you devote the most time to. Depending on your role, you might break your work down into sales, administration, legal compliance, team development, and so on.
- 2.** Rank these activities from 1 to 10 in terms of impact. It may be helpful to do a head-to-head comparison. For example, ask yourself whether or not your business development efforts deliver more value than the administrative tasks you undertake. If so, rank business development above administration and then move on to the next category until you arrive at a full lineup.
- 3.** Now track your time over two weeks. Take your prioritized task list and add a column for each day to create a table. As you go about your work, indicate in each cell how much time you spend. For instance, if your first three hours on the Monday you begin tracking are devoted to sales calls, put three hours in the Day 1/Sales cell.
- 4.** At the end of the two weeks—or whatever period you choose—add up the rows to see how much time you spent on each category. As activities are listed in order of importance, you can make an immediate assessment. Are you spending the majority of your time on the first few activities on the list? Or are you like most leaders and find yourself mired in tasks that fall toward the bottom?
- 5.** If you're pleased with the results, congratulations! On the other hand, if you're disappointed in how much time you spend on less important tasks, plan to make some changes. How can you delegate, outsource, leverage technology, or otherwise reduce the time spent on less important tasks so you can maximize your impact in the same or fewer hours?

This version of the 80/20 exercise is typically enlightening on its own. If you'd prefer to do the full version, instructions and worksheets are available at www.classvipathfinder.com/ctlf-80-20-exercise.

EXERCISE #2: THE WEEK AWAY TEST

A less complicated exercise—but one that may elicit more fear—is the Week Away Test. Whether you lead a company or a small department, you must empower your team to get the job done without you.

One of the best ways to check how well you're doing in this regard is to take a week away. Schedule a full seven days during which you'll remain completely hands-off—or at least try your best not to intervene.

When you return, evaluate what happened. Did the team continue to advance projects and achieve objectives? If crises arose, how were they resolved? How often did you feel compelled to get involved, despite your best intentions not to do so?

Once again, if you're happy with the results, congratulations! If not, you are more aware of where gaps exist—within the team or in your own trust levels. With this knowledge, you can strategize a response. Then be sure to establish a feedback loop by planning another Week Away Test several months later.

Looking at succession planning? Make this exercise a top priority!



EXERCISE #3: TEAM BALANCE ASSESSMENT

In this final activity, we suggest looking at the personality types on your team. Common sense indicates that a senior leadership group with too many visionaries and not enough people who deal in details, for example, will have great ideas but struggle to implement them. Teams with the opposite composition may accomplish a lot of tasks but struggle to steer toward a compelling long-term goal.

What personality type are you? How well are your strengths and weaknesses complemented by other members of your team?

Introspection alone may not lead to an accurate understanding. At Class VI, we've integrated the Predictive Index® into many aspects of our operations, and we frequently link clients to partners in our ecosystem that can help them apply this approach. The assessment takes only about 15 minutes but delivers powerful insights about management styles, team dynamics, and more.

Is this a resource you should seek out?

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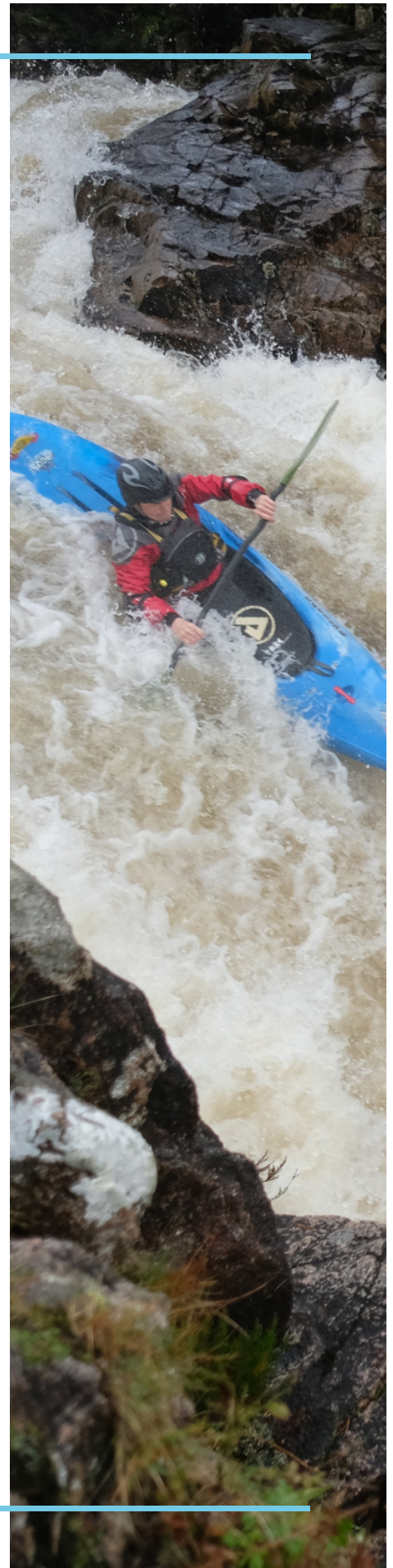


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- »»»» Engage with Colorado Thought Leaders Forum for education, inspiration, and connection through every step of your journey.

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Alpine Bank

TO HELP OUR CUSTOMERS, EMPLOYEES, SHAREHOLDERS AND COMMUNITY MEMBERS ACHIEVE THEIR DREAMS.

As an independent, Colorado-only, community bank, **Alpine Bank** firmly believes that the bank will only be as successful as our local communities and it's this core belief that has landed Alpine Bank on the Denver Business Journal's top 5 list of most philanthropic corporations in the state of Colorado each of the last three years. Should we be able to help your business through the direct banking products we offer or by simply discussing the economic impacts your witnessing,

Alpine Bank would welcome the opportunity to work with you. Alpine Bank was founded in Carbondale, Colorado, in January 1973, and today, the bank's largest shareholder is the company's employee stock ownership plan. Today, the bank has more than 40 locations including branches in Colorado Springs, Denver, Boulder, and Fort Collins, and the bank's asset base exceeds \$6.2 billion.

GOLD SPONSOR:



Insperity

FROM THE EMPLOYEES WE HIRE TO HOW WE SERVE OUR CLIENTS, WE'RE FOCUSED ON CREATING A CULTURE THAT ENCOURAGES A COMMITMENT TO EXCELLENCE AND A HEART FOR SERVICE.

Insperity has been a trusted advisor to America's best businesses since 1986, providing an array of scalable HR solutions designed to help companies maximize productivity and manage risk. Offering the most comprehensive suite of products and services available in the marketplace, Insperity delivers the optimal blend of service and technology to bring administrative relief, reduced liabilities, and better employee benefits through Insperity-sponsored plans.

With 2021 revenues of \$5 billion, Insperity is making a difference in thousands of businesses and communities nationwide.

SILVER SPONSOR AND MEDIA SPONSOR:



OFFERING MORE THAN JUST VIDEO CREATION, MAINSTREAM IS CREATING VIDEOS THAT GET RESULTS!

Founded in 2014, **Mainstream Video Production** has worked with over 100 organizations creating more than 2,000 videos. Mainstream continues to help businesses increase revenues and save hours by creating videos that reliably communicate sales/marketing and training messages and stories.

Mainstream specializes in full-service production (think storyboarding, shooting and editing) and supports those who want to DIY their videos through Mainstream's online Video Marketing 101 course.

CATERING AND VENUE:



LOVE WHAT YOU DO. MAKE IT BETTER EVERY DAY. CREATE EXCEPTIONAL EXPERIENCES FOR OUR CLIENTS AND THEIR GUESTS.

At **Footers Catering**, we strive to not only create exceptional events, we also want to be an amazing place to work. We believe that an engaged and inspired company culture will produce the most genuine and motivated staff to take exceptional care of our clients.

Our vision is to be an industry leader in culinary excellence, innovative design, and outstanding customer service by valuing our team and creating a fun place to work.

Social Capitol, the stunning event venue and heart of the Footers family has opened its doors to the community and events of all kinds. Social Capitol is destination for all who truly believe we are better together.

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AGENT HYDE is a boutique Colorado ad agency specializing in brand strategy, story, identity, content, web, and creative services for companies primarily in the B2B space. In a world of short attention spans and a relentless deluge of marketing messages, defining and communicating who you are, what you stand for, and why anyone should care is more important than ever. Without a thoughtful brand strategy, a clear value proposition, and compelling content all working together, digital and traditional marketing can prove less effective, more expensive, and even frustrating.

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**COLORADO
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FORUM**

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