



NEGOTIATING YOUR FUTURE

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Condoleezza Rice has led in a variety of extraordinary, top-level arenas including, National Security Advisor and Secretary of State during President George W. Bush's administration. She is an author, thought leader, as well as a professor and academic. From her extensive experience—including the unprecedented crisis of September 11—she shares with Dick DeVos some of her perspectives on leadership. From leading during crisis to managing change, to negotiating skills, we can all learn from this long-term, proven leader.

Owning Your Past

Condoleezza says that a leader should not be afraid to own their past, but also should not be imprisoned by it.

In your own words, describe what it means to own your past.

Also in your own words, what does it mean to not let your past imprison you?

Leading In Crisis

From her experience of leading after September 11, Condoleezza says that even during remorse and mourning, a leader still needs do what must be done. During these times, a leader needs to identify the most important thing to remember, then identify competent people who can learn on the fly and figure out what needs to be done.

What stands out to you about this approach to leading during a crisis?



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Have you had to lead during a crisis? How do Condoleezza's suggestions connect with your experience?

Elements Of Principled Leadership

Condoleezza discusses three components of "principled leadership":

- Trust
- Seeing leadership characteristics in others
- Vision

What stands out to you from this list, and why?

In terms of seeing leadership characteristics in others, who have you identified as potential or rising leaders? What leadership characteristics do you see in them?

Potential / Rising Leaders:

Characteristics I See:

What tools or approaches do you use to help you see leadership characteristics in others?



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Regarding vision, Professor Rice says that stories and narratives bring people along. How have you used stories in your own leadership?

Why do you think that stories have such a powerful effect on others?

Being A Bridge To Others

Condoleezza says that when you are “the different one” in a room, you don’t always need to wait for others to make *you* comfortable, but instead you can serve as a bridge.

Share about a situation when you were “the different one.” What did it feel like?

What did you do (or what could you have done) to be a bridge and help others feel more comfortable?

In those situations, why is it important to build connections?



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Listening In Negotiations

Besides knowing what you are trying to achieve, and knowing where support might come from, Condoleezza says that “taking yourself out of the equation” by being a good listener is the most important aspect of successful negotiations.

When you enter a negotiation or discussion, how do you perform at listening?

In your own words, why is *listening* first so important in any negotiations?

Meet People Where They Are

According to Condoleezza, part of leading people through change is identifying the parts of an organization that are timeless and that won't change.

When leading change, why is it important to share what *won't* change?

In your context, what is timeless?

Action: What is the one action step you will take from this talk, and when will you take it?