

The Wise Advocate

The Inner Voice of
Strategic Leadership

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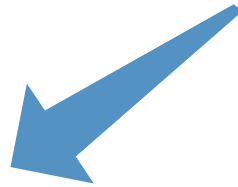


Bill O'Rourke and the Belaya Kalitva plant



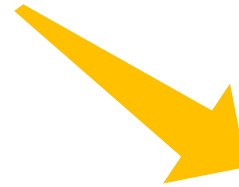
Decision challenge

MOMENT OF
CHOICE



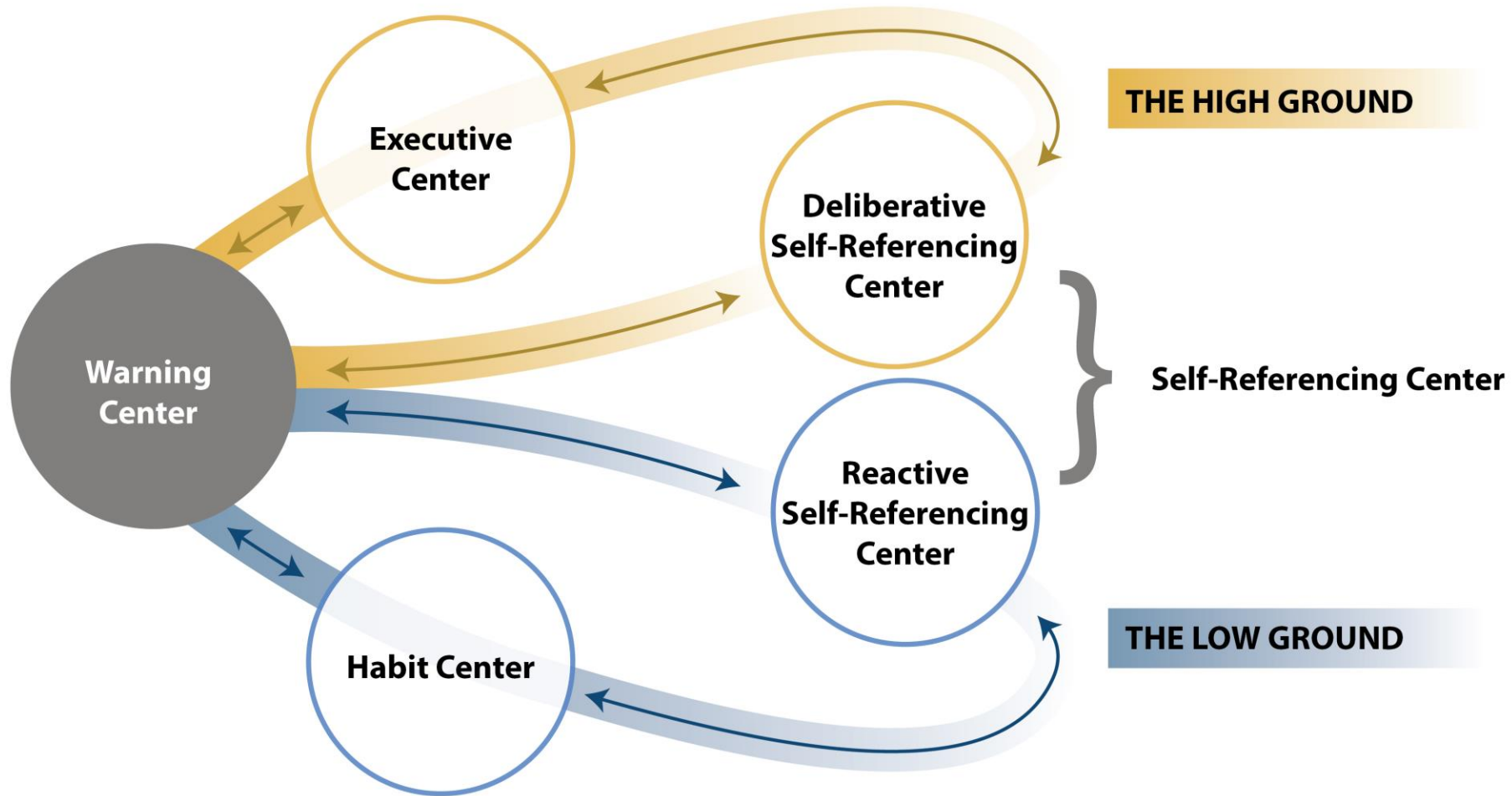
TRANSACTIONAL

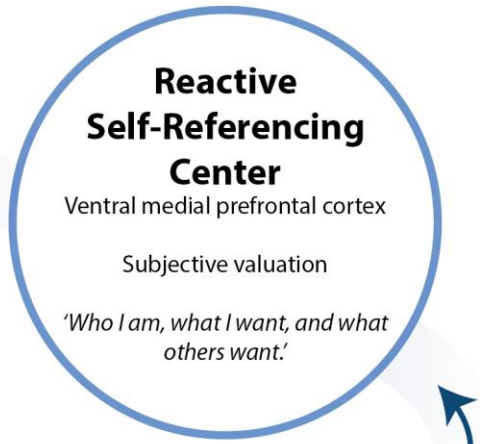
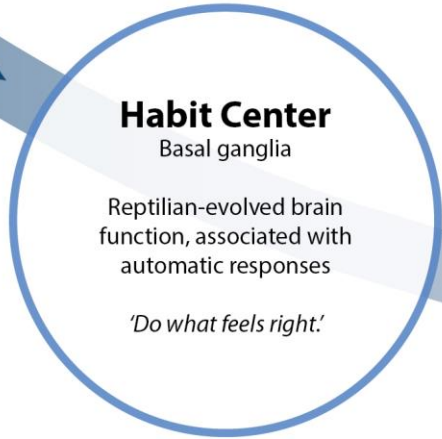
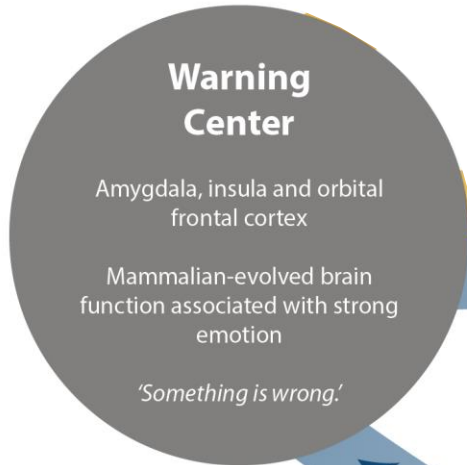
You solve the problem, or make the deal, focusing on what people want. You are expedient and know how to get things done.



STRATEGIC

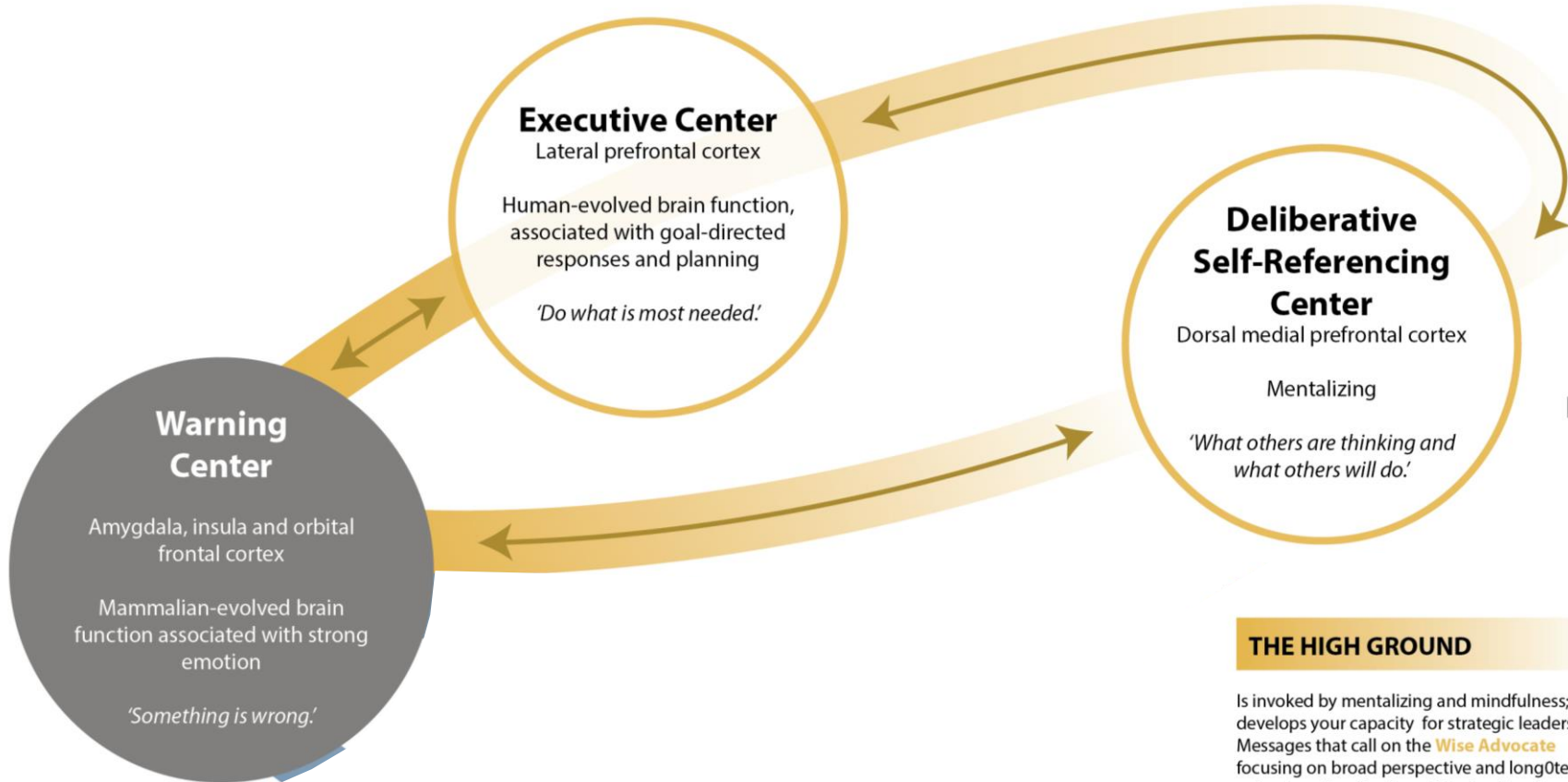
You focus not just on what people want, but on who they are, and what's best in the long run. You listen to your inner Wise Advocate.





THE LOW GROUND

Focuses on solving problems and expedience, but provides no movement towards strategic leadership capability. **Deceptive messages** travel easily along this circuit and reinforce it.



THE HIGH GROUND

Is invoked by mentalizing and mindfulness; develops your capacity for strategic leadership. Messages that call on the **Wise Advocate** focusing on broad perspective and long-term value, travel easily along this circuit and strengthen it.

High Ground: Executive Function

EXECUTIVE FUNCTION

Lateral prefrontal cortex

Associated with goal-directed responses and planning

“Do what is most needed”

Three attributes of Executive Function:

- Working memory
- Inhibitory control (Free won't)
- Cognitive flexibility

High Ground: Mentalizing

MENTALIZING

Paying close attention to what other people are thinking and what they are likely to do next

Leaders already think about what other people are thinking. They already practice mentalizing – they just might not call it that. And they might not do it often enough.

High Ground: Applied Mindfulness

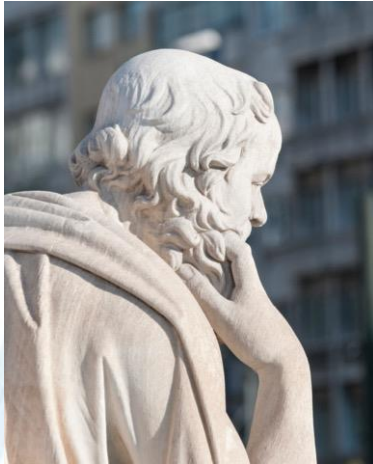
APPLIED MINDFULNESS

Mentalizing about
yourself

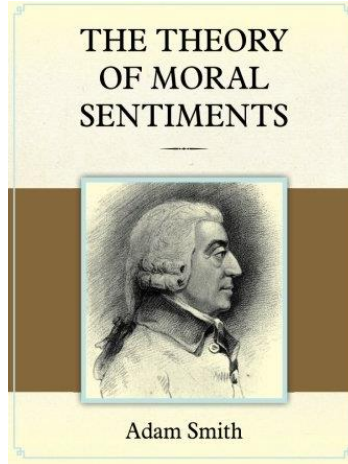
Paying close attention to
your own thinking

- **Meta-cognition:** Thinking about what you and others are thinking
- **Meta-attention:** Paying attention to what you and others are paying attention to

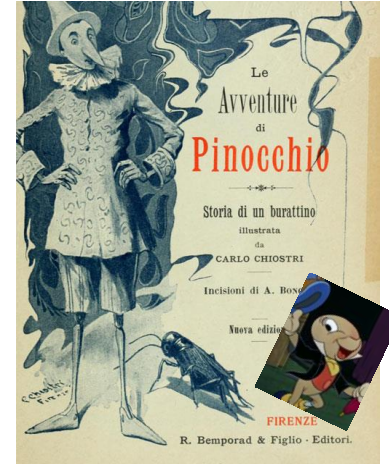
Your inner voice



Paráklētos



The Impartial Spectator



Pinocchio's Cricket