Authentic & Fearless—the secret of career success!

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The secret to career success—the factor that more than any other determines how effective and promotable you are—is the degree to which you function in an authentic and fearless way.

Based on 35 years of research, your ability to build strong team and individual relationships is critical to success, as is your capacity to achieve the results you promised.
The key to building strong, effective relationships is the degree to which you are authentic and genuine.

The key to achieving the promised results is your capacity to function in a way that is not undermined by your inner fears and faulty beliefs.
For each of us **growing up**, part of our life is spent **trying to be someone** who is accepted and valued by others. Sometimes, we **felt inadequate** compared to our siblings or friends.

When **things change** in your **adult roles** or responsibilities, the new circumstances can also **stir up** your **feelings of inadequacy**.
Feeling like a Fraud

A lesser degree of these feelings will create dissonance--this is the essence of learning.

However, a greater degree might have the effect of destabilizing you.

When you become destabilized, you start to feel like a fraud, like you are not adequate.
What can you do about these ‘fraudulent’ reactions?

You must first recognize, and then let go of the fear-based behaviors and shift to an approach that helps you grow into the new circumstances, and that reflects your genuine, true self.

Let’s look at what causes these fraudulent reactions inside you.
Retroactions are “actions” that occur in the present, but are based on past (“retro”) events. Intended to protect you from your fears, instead they make your fearful reactions even more obvious:

- Confusion
- Perfectionism
- Defensiveness
- Resistance
- Discouragement
CONFUSION
Retroactions Get in the Way

CONFUSION

a normally smart person becoming suddenly uncertain about a decision or action, like a “deer in the headlights.”
PERFECTIONISM
Retroactions Get in the Way

PERFECTIONISM

Perfectionism--being driven by impossibly high standards and expecting to hit the goal every time. Either rigidly control the outcome, or procrastinate and then throw it together.
DEFENSIVENESS
Defensiveness--perceiving the need to protect yourself from personal attacks, or taking personally things that others say or do.
Retroactions Get in the Way

RESISTANCE

avoiding the control of others, responding with either passivity or aggression to keep others from controlling you.
DISCOURAGEMENT
Retroactions Get in the Way

DISCOURAGEMENT

Feeling overwhelmed with the difficulty of a goal, becoming pessimistic, hopeless, having no energy.
The Origin of Retroactions

Retroactions have their origins in **irrational fears** from childhood.

What’s the difference between a **real fear** and an irrational fear?
With real fears, like a car accident or grizzly bear encounter, our adrenaline kicks in almost immediately and our bodies take over. After the event, our heart beats wildly, knees wobble, and we feel faint.
With **irrational fears**, like public speaking, we feel the effects of the fear **before the event**. We worry about it in advance, "**psych ourselves out,**" or lose sleep or appetite.
Irrational Fears Agitate You

There are **deep fears inside** each of us, fears that are irrational and unconscious.

These fears cluster in three areas associated with our most **fundamental needs** of acceptance, respect, and security:

- **Personal rejection**
- **Role insignificance**
- **Irreparable hurt**
Irrational Fears Agitate You

Personal Rejection

“People will not like me, accept me, or include me.”
Irrational Fears Agitate You

Role Insignificance

“Others in authority will not look to me, value me, or allow me to play an important role.”
Irrational Fears Agitate You

Irreparable Hurt

“The situation will shift dramatically and people important to me or I, myself, will be damaged emotionally, financially, or physically in a way that cannot be repaired.”
Faulty Beliefs Misdirect You

**Irrational fears** alone would not be enough to cause you to react, because they **do not direct** your behavior.

**Faulty beliefs** can most easily be thought of as “if, then” statements that start with the belief and end with the **false promise** of protection.
Faulty Beliefs Misdirect You

Here are some typical faulty beliefs:

► If I get shy, hold back, avoid, put up a wall, then I will not say something wrong and be rejected.

► If I hesitate, put things off, pull back from the decision, analyze more, then I will not look incompetent.

► If I show people I know everything, and clever smarter always have the right answer, then they will like me.
Identifying Faulty Beliefs

Not sure what your faulty beliefs are?
They can be identified through the use of this formula:

Irrational Fear + Faulty Belief = Observable Behavior
From where do fears, faulty beliefs originate?

Faulty beliefs develop in the same way irrational fears are born--in a moment of upset from early childhood.

NOTE: Yes, you may blame your parents!
The Origin of Fears, Beliefs

When a **fearful event** occurs in childhood, we feel the fear and quickly construct a theory about **how to protect ourselves**.

Usually, the fearful situation is the result of something your **parents said or did**, or from an event where neither parent was there to protect you.
At about age 2, most children can **begin to use language**. However, it’s not until about age 7 that most start to develop **logical thinking**.

Between the ages 2-7, then, **any theory you create is irrational**; over time, it becomes **unconscious**.

How can we **get past** this, in order to be **fearless** in our careers?
Identify catalyst situations and events:

become aware of events that most typically hook your lie(s) and fear(s), and that result in visible retroactions. Usually, you will see a pattern from the past that can serve as a template for future reactions.

What are some typical catalyst situations that set your underlying fears, faulty beliefs into motion?
Be alert for your “early warning” symptoms:
the quicker you recognize a reaction in progress,
the easier it is to circumvent. Your body usually
gives you signals, including feeling anxious, tense,
flushed, agitated or confused, or bodily symptoms
like tightness in neck or throat, lump in stomach,
sweaty palms, etc.

What are your early warning symptoms?
Ask yourself “what is causing me to feel irrational fear; what is hooking my anchor lie?” This introduces a rational, conscious question into an irrational, unconscious fear reaction.

You might also ask yourself, “who’s the audience I am most afraid of here?”
Get perspective on how important this is by asking a question like, “how big a deal is this?” or “what’s the worst that could happen here?” or “will this still be important to me five years from now?”
Now that you know how your fears and faulty beliefs undermine your effectiveness and authenticity, how can you become even more genuine in your career?

CLUE: the best strategy is almost always to figure out who you are at the core as a person, and then work confidently from that genuine foundation.
Your core is **the essence of who you are** as a person, your **true self**, not the person you have become over time in order to be who you **think others want** you to be.

Your core is the **authentic, genuine you**! The **most effective** you will ever be occurs when you focus on what you do best and function from the **core of who you are**!
Who are you at the Core?

Trying to be like someone else very different from you that you admire, or trying to minimize your key attributes because you think they are not acceptable, are recipes for poor work results.

The Truth: You are a product of your PAST:

- Personality
- Ability
- Spirit
- Thinking
Who are you at the core?

**Personality** includes aspects like:

- style and approach
- energy, drive, motivations
- self-discipline
- ‘signature traits’/characteristics
- emotions, feelings
- interpersonal orientation
Who are you at the core?

Ability includes aspects like:
- natural talents, gifts
- physical bandwidth
- cognitive intelligence
- emotional intelligence
- motivated abilities
Who are you at the core?

**Spirit** includes aspects like:

- sense of life purpose
- meaning, what matters to you
- recognition of God’s higher power
- sense of joy, peace, acceptance
- source of greatest excitement, energy
Who are you at the core?

**Thinking** includes facets such as these, based on your learning and experience:

- beliefs
- values
- opinions
- thoughts

Of the four components, this is the one you can consciously **develop to the greatest degree.**
Maximizing your **career success** starts with recognizing how your underlying, irrational fears and faulty beliefs **undermine your confidence and effectiveness**. Then, you must reconnect with who you are at the core in order to **optimize your genuineness**. You can do it!
Bruce E. Roselle, PhD, brings a breadth of experience and a deep sense of purpose to the task of helping leaders. For more than 25 years, Bruce has served organizational needs in leadership development, executive coaching, and psychological assessment. A recognized expert in the field, Bruce is a frequent speaker at professional conferences and corporate events, and his views on leadership topics have appeared in newspapers, journals, magazines, radio and television. His last book, *Fearless Leadership* (2006), won awards for Best Business Book and Best Self-Help Book. His new book, *The Fraud Factor*, was published in May, 2016.

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