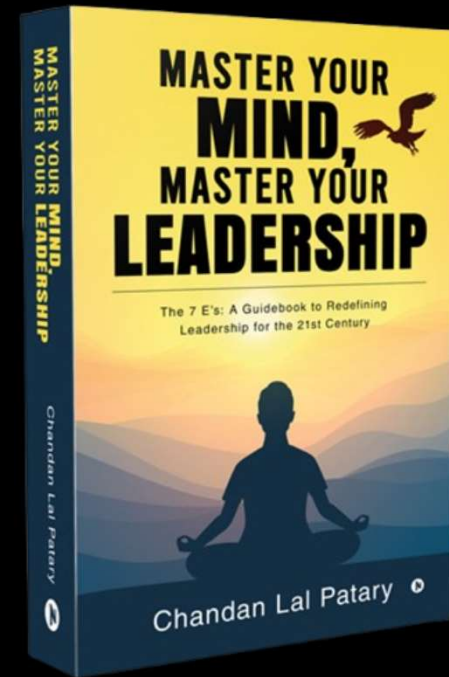
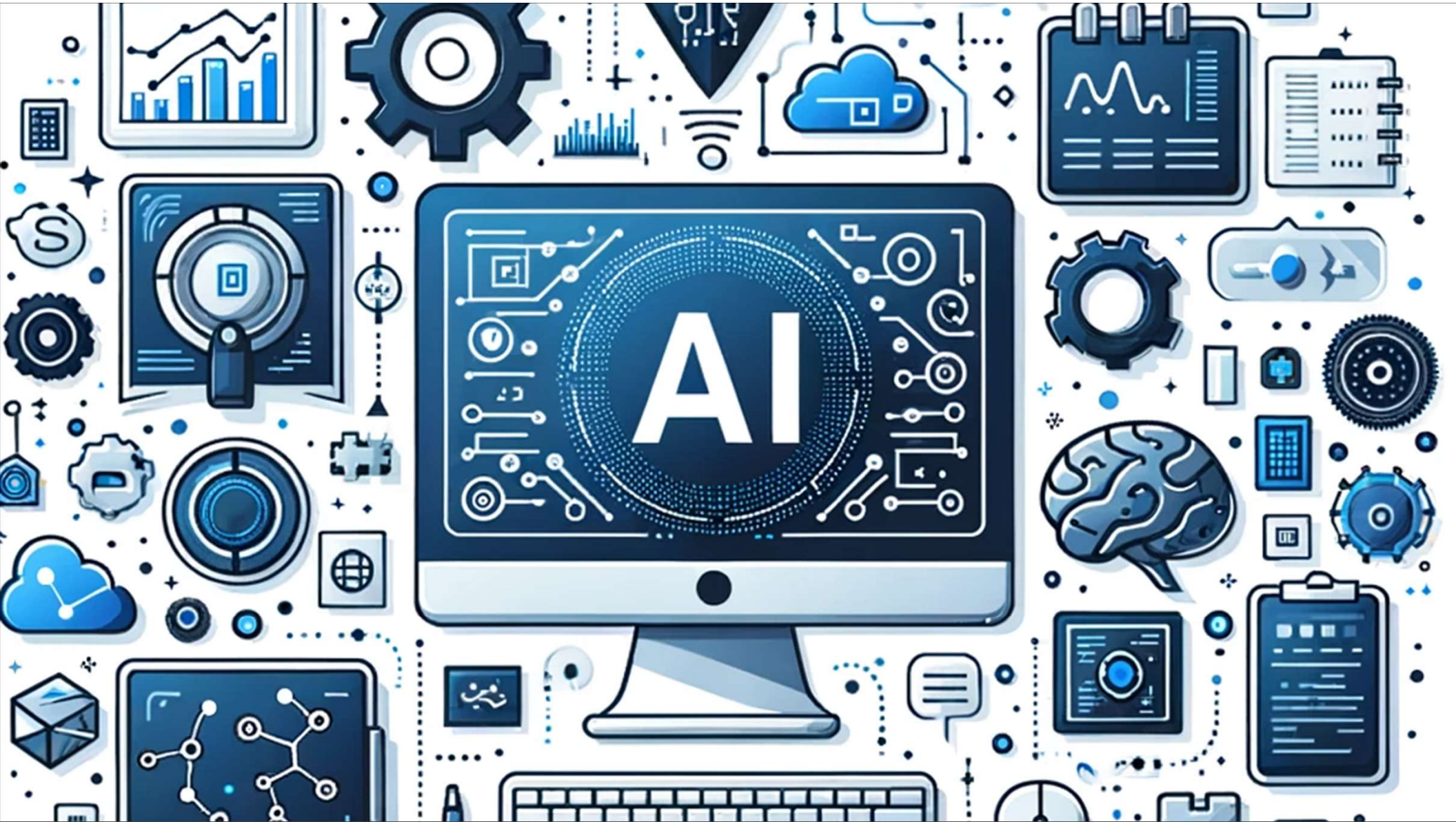


LEADERSHIP REDEFINED: MASTER YOUR MIND, MASTER YOUR LEADERSHIP

Chandan Lal Patary





- **Are You Struggling with Trust Erosion?**
Are you seeing the foundation of your team's trust weakening, making it harder to move forward?
- **Are You Feeling Lost in a Sea of Uncertainty?**
Is the lack of direction holding your team back from achieving success?
- **Is Resilience Becoming a Distant Memory?**
Are you seeing your team falter under pressure, unable to bounce back from setbacks?
- **Is Quality Slipping Through Your Fingers?**
Are you noticing a decline in the standards your team once held high?
- **Are Your Teams Losing Their Spark?**
Are your team members disengaged, no longer motivated to perform at their best?
- **Is Creativity Being Stifled?**
Is innovation and fresh thinking being buried under bureaucracy and routine?
- **Is Execution Dragging Your Progress Down?**
Are inefficiencies in your processes preventing your team from hitting targets?
- **Is Turnover Draining Your Potential?**
Are you losing valuable talent, one by one, to other opportunities?
- **Are You Struggling to Lead During Crisis?**
Is poor crisis management leaving your team floundering when they need direction the most?
- **Are Your Goals Just Out of Reach?**
Is the inability to achieve set goals starting to undermine your confidence in your leadership?



Leadership for the 21st century: The intersection of the traditional and the new



by [Jeff Schwartz](#), [Indranil Roy](#), [Maren Hauptmann](#), [Yves Van Durme](#), [Brad Denny](#)

FIGURE 2

The 21st century creates a new context for leadership

Why do you think there is a difference (in the unique requirements for 21st-century leaders)?
Select all that apply.



Note: Only respondents who believed that 21st-century leaders had new and unique requirements answered this question.
Source: Deloitte Global Human Capital Trends survey, 2019.

Deloitte Insights | deloitte.com/insights

Leadership for the 21st century: The intersection of the traditional and the new

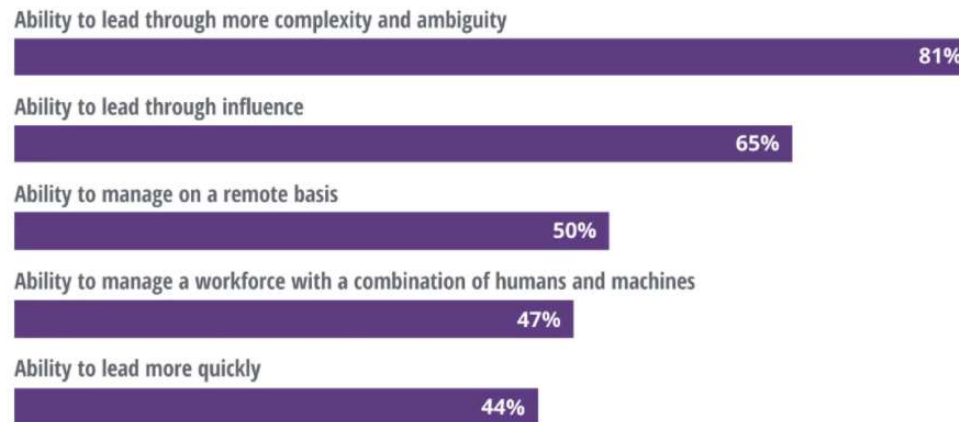


by [Jeff Schwartz](#), [Indranil Roy](#), [Maren Hauptmann](#), [Yves Van Durme](#), [Brad Denny](#)

FIGURE 1

Many respondents believe that organizations have new leadership needs

What do you believe are the unique requirements for 21st-century leaders? Select all that apply.



Note: Only respondents who believed that 21st-century leaders faced new and unique requirements answered this question.

Source: Deloitte Global Human Capital Trends survey, 2019.

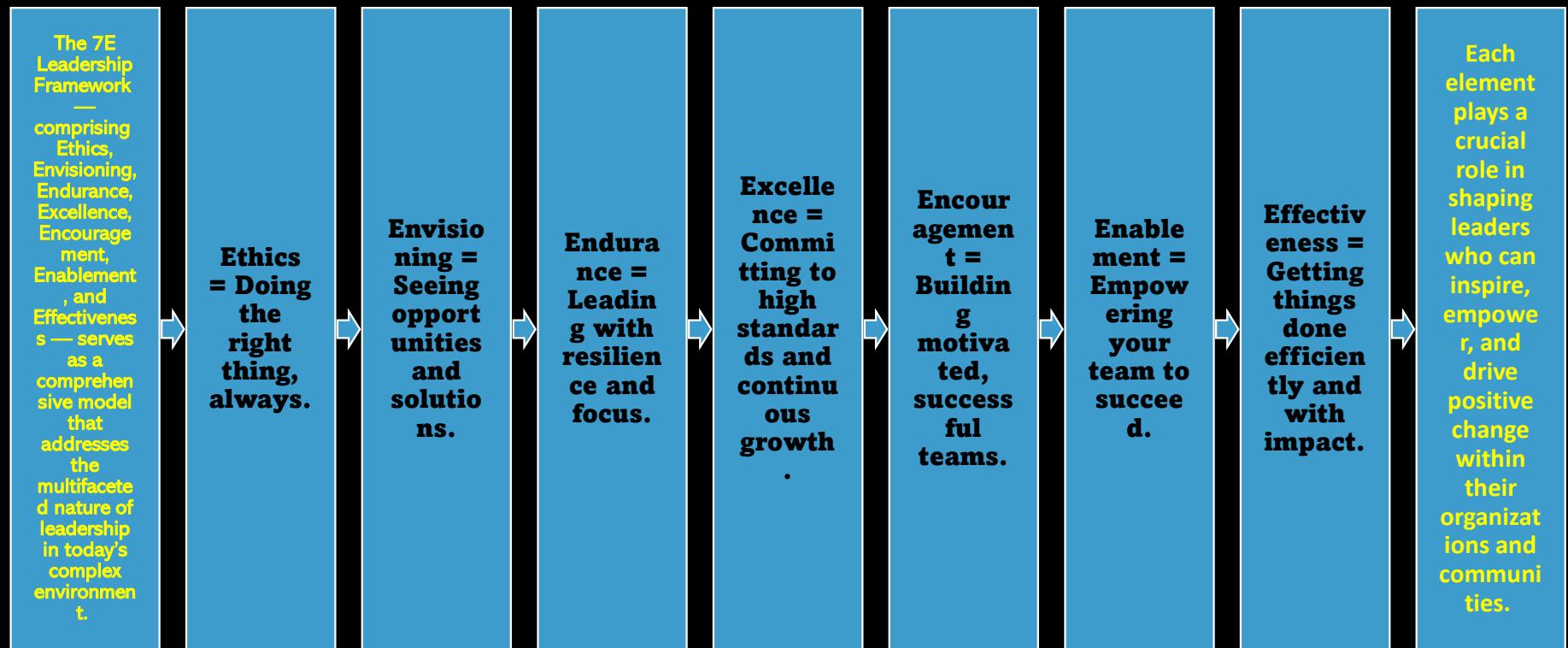


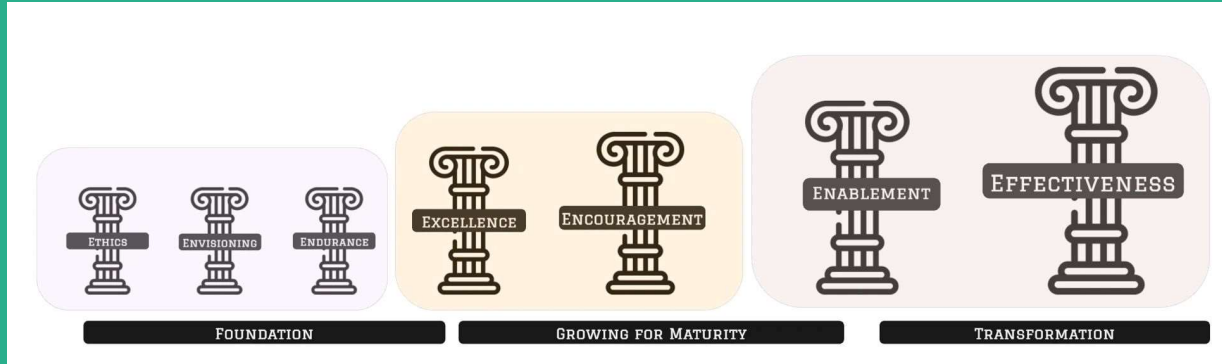
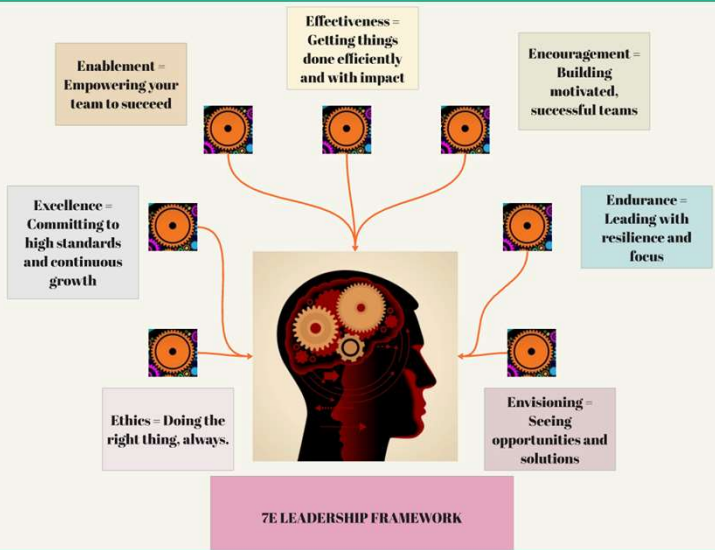
Master your Mind, Master your Leadership

The 7E Leadership Framework



The 7E Leadership Framework



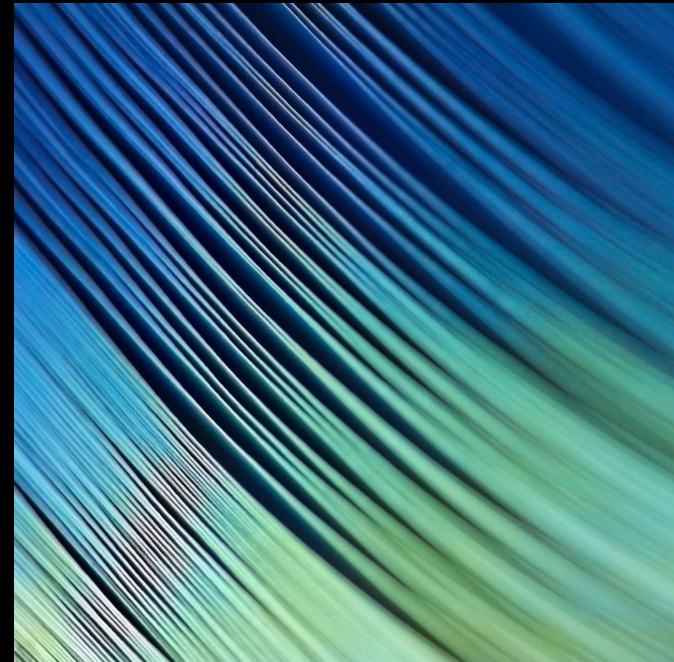


1. Ethics: Doing the Right Thing, Always

Benefit:

When every team member demonstrates ethics, it fosters a sense of security and respect. This creates a positive environment where everyone can focus on achieving common goals, free from doubts or concerns about each other's actions.

By doing the right thing, you inspire others to do the same, leading to a team that values fairness, transparency, and accountability.



2. Envisioning: Seeing Opportunities and Solutions



Benefit:

When everyone on the team embraces a forward-thinking mindset, the group can proactively tackle challenges and seize opportunities, ensuring that the team remains dynamic and prepared for any



When you envision a positive future, you inspire those around you to think creatively and push boundaries. Everyone's perspective matters, so take time to share your vision for what the team could achieve.



3. Endurance: Leading with Resilience and Focus

Benefit: When every member practices endurance, the team becomes stronger in the face of adversity.

The team is able to stay focused, adapt, and continue progressing toward its goals without getting discouraged or giving up.

By showing resilience, you help keep the team motivated and encourage others to push through difficulties.





4.
Excellence:
Committing to
High Standards
and Continuous
Growth

- **Benefit:**
- When a team pursues excellence together, their collective brilliance rises, and with it, their ability to innovate and perform at unprecedented levels.
- Excellence is not about perfection—it's about an unwavering commitment to growth, inspiring everyone to break boundaries and deliver results that exceed expectations.

5. Encouragement: Building Motivation and Team Unity

Benefit:

- When each member actively supports and motivates one another, the team becomes an unstoppable force of unity and purpose.
- This camaraderie fuels engagement, boosts morale, and drives the team toward shared goals, creating an environment where everyone is eager to bring their best to the table
- A team that lifts each other up is a team destined to thrive and succeed.





6. Enablement: Empowering the Team to Succeed

Benefit:

- When all team members enable each other, it creates a culture of mutual respect and empowerment. This leads to faster decision-making, increased confidence, and a sense of ownership within the team.
- Empowerment brings out the best in everyone and enhances team performance.
- When you support others and give them the tools and autonomy to do their work, the whole team benefits.
- Empowering others means trusting them to make decisions and solve problems on their own.



7.
Effectiveness:
Getting Things
Done
Efficiently and
with Impact

Benefit:

- When everyone on the team works effectively, the team can achieve its goals efficiently.
- Tasks are completed on time, deadlines are met, and the overall impact of the team's work is greater.
- This leads to higher productivity and helps the team stay aligned with the larger goals of the organization.

LEADERSHIP REDEFINED: THE SCIENCE BEHIND THE 7E FRAMEWORK



1. Holistic Coverage: A Balanced Approach to Leadership Challenges

The 7E Framework addresses cognitive, emotional, and strategic dimensions of leadership, offering a balanced foundation for mental agility.

- **Cognitive Dimension:**

- Ethics and Envisioning foster **moral clarity** and **strategic foresight**, enhancing leaders' ability to evaluate complex scenarios. Research by **Korn Ferry (2019)** highlights that ethical decision-making reduces cognitive dissonance, leading to clearer thinking under pressure.
- Excellence drives **continuous learning**, a trait shown to improve neuroplasticity and problem-solving abilities, as evidenced by studies in **developmental psychology**.

- **Emotional Dimension:**

- Endurance promotes emotional resilience, a critical component of stress management. Studies by **American Psychological Association (APA)** confirm that resilient leaders are better at regulating emotions, allowing for focused and creative decision-making.
- Encouragement fosters a psychologically safe environment where diverse perspectives flourish, aligning with **Amy Edmondson's research on team dynamics**.

- **Strategic Dimension:**

- Enablement ensures that leaders distribute responsibilities effectively, allowing them to focus on high-level strategies. Research in **organizational psychology** supports that empowerment leads to more innovative problem-solving across teams.
- Effectiveness ensures actions are aligned with impact, promoting prioritization and reducing cognitive overload.

By covering these three dimensions, the 7E Framework ensures that leaders are not only agile thinkers but also emotionally grounded and strategically focused.

2. Flexibility Across Contexts: A Universal Leadership Tool

- The principles within the 7E Framework are adaptable across industries, cultures, and scenarios, making it a universal tool for leadership development.
- **Cultural Relevance:**
 - Ethics, for example, transcends cultural boundaries. A global study by **PWC (2021)** found that ethical leadership consistently predicts trust and engagement across diverse organizational cultures.
 - Encouragement and Enablement foster inclusion, critical in multicultural teams, as highlighted by **Hofstede's cultural dimensions theory**.
- **Industry Agility:**
 - The principles of Envisioning and Excellence align with the **VUCA (Volatile, Uncertain, Complex, Ambiguous) framework**, which emphasizes foresight and adaptability in dynamic industries such as technology, healthcare, and finance.
 - Endurance and Effectiveness equip leaders to navigate crises, proven effective during the COVID-19 pandemic where resilient and impact-driven leadership was vital, as documented by **Harvard Business Review (2020)**.
- This flexibility ensures that the 7E Framework remains relevant across contexts, enabling leaders to adapt their approach to varying challenges while maintaining core principles.

3. Sustainability: Long-Term Mental Agility for Leadership Growth

The 7E Framework fosters resilience, continuous improvement, and ethical decision-making, ensuring not just temporary adaptability but sustainable leadership development.

- **Resilience and Long-Term Mental Agility:**

- Endurance enhances a leader's ability to persist through challenges. Research by **Dr. Angela Duckworth (Grit)** shows that resilience is a predictor of long-term success, correlating directly with sustained mental agility.
- Enablement and Encouragement build supportive environments that reduce burnout, a factor critical for maintaining cognitive sharpness over time, supported by findings from **Maslach's burnout studies**.

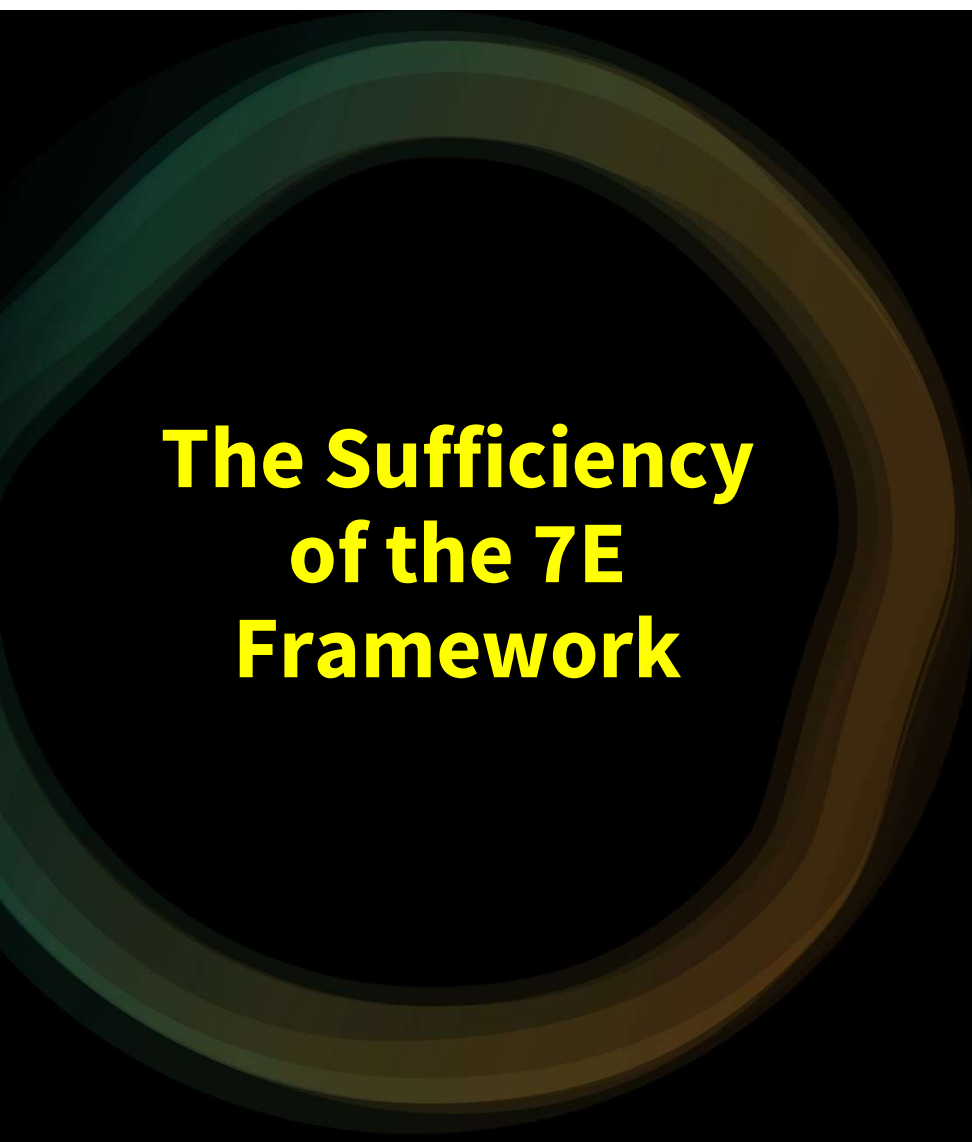
- **Continuous Improvement:**

- Excellence promotes lifelong learning, vital for leaders to stay relevant. Studies in **adult neuroplasticity** demonstrate that continuous learning rewires the brain for adaptability, enhancing cognitive flexibility.

- **Ethical and Strategic Alignment:**

- Ethics ensures decision-making is grounded in principles that do not waver, even under stress. The **Journal of Business Ethics (2020)** highlights that ethical leadership sustains long-term organizational trust, a crucial resource for navigating change.
- Effectiveness, by focusing on impactful actions, aligns with **Pareto's principle (80/20 rule)**, enabling leaders to prioritize high-value initiatives and avoid overextension.

Together, these elements ensure leaders are equipped not only for immediate challenges but also for ongoing growth and adaptability.



The Sufficiency of the 7E Framework

The 7E Framework is sufficient for enhancing leadership mental agility because it provides a comprehensive, adaptable, and sustainable model:

- 1. Holistic Coverage:** By addressing cognitive, emotional, and strategic dimensions, it prepares leaders to think, feel, and act with clarity and purpose.
- 2. Flexibility Across Contexts:** Its universal principles make it applicable in diverse industries and cultural settings.
- 3. Sustainability:** By fostering resilience and continuous improvement, it equips leaders to navigate immediate challenges and thrive in the long term.

Scientific evidence supports the psychological and organizational benefits of each element, making the 7E Framework not only sufficient but indispensable for modern leadership.

Why the 7E
framework is sufficient
for fostering these
essential trait?



1. Ethics: The Foundation of Clear Decision-Making

Why It Enhances Mental Agility?

- **Clarity Under Pressure:**

Ethical principles provide a clear moral compass, reducing cognitive load and mental stress during complex decision-making.

- **Focus:**

A leader grounded in ethics can confidently navigate ambiguous situations without second-guessing, ensuring decisions align with core values.



2. Envisioning: Cultivating Strategic Thinking

Why It Enhances Mental Agility?

- **Anticipating Challenges:**

Leaders who practice envisioning develop the foresight to anticipate problems, creating mental flexibility to pivot strategies as needed.

- **Opportunity Spotting:**

The ability to envision possibilities fosters creativity, allowing leaders to see beyond immediate obstacles to long-term opportunities.



3. Endurance: Building Resilience and Adaptability

Why It Enhances Mental Agility?

- **Emotional Regulation:**

Endurance strengthens a leader's ability to remain calm and focused, enhancing their capacity to think clearly during crises.

- **Adaptability:**

Resilient leaders are more likely to shift their perspectives and strategies when confronted with new information or setbacks.



4. Excellence: Driving Continuous Learning



Why It Enhances Mental Agility?

Commitment to Growth:



A focus on excellence fosters curiosity and a growth mindset, encouraging leaders to continually refine their knowledge and skills.

Innovation:



Striving for high standards requires creative problem-solving and a willingness to explore unconventional approaches.

5. Encouragement: Facilitating Collaborative Thinking

Why It Enhances Mental Agility?

- **Diverse Perspectives:**

By encouraging collaboration, leaders access a broader range of ideas, sharpening their ability to synthesize information from multiple viewpoints.

- **Team Empowerment:**

Leaders who foster open communication are more agile in responding to feedback and adjusting their strategies.



6. Enablement: Promoting Decentralized Problem-Solving

Why It Enhances Mental Agility?

- **Empowering Teams:**

Enablement distributes decision-making authority, freeing leaders to focus on high-level strategy while empowering teams to solve operational challenges.

- **Dynamic Thinking:**

Leaders who enable others develop a flexible mindset by observing how diverse approaches succeed across different contexts.



7. Effectiveness: Aligning Actions with Impact

Why It Enhances Mental Agility?

- **Prioritization:**

Effectiveness demands that leaders assess the importance of competing priorities, enhancing their ability to focus on what truly matters.

- **Adaptive Execution:**

Effective leaders monitor outcomes and refine their methods, ensuring they can pivot when necessary for long-term success.



The Synergistic Effect of the 7E Framework

Each of the **7E elements** contributes uniquely to mental agility, but their combined impact is even more powerful:

1. Comprehensive Approach:

By addressing ethical clarity, strategic vision, resilience, continuous learning, collaboration, empowerment, and impactful execution, the framework leaves no gaps in a leader's mental toolkit.

2. Interconnected Growth:

Each "E" reinforces the others.

For example, ethical decision-making (Ethics) enhances resilience (Endurance), while a focus on excellence drives vision and adaptability.



Satya Nadella, Microsoft

o Ethics:

Nadella fosters a transparent, inclusive culture at Microsoft, known for his commitment to accountability and ethical practices.

o Envisioning:

He redefined Microsoft's mission to "empower every person and every organization on the planet to achieve more," steering the company toward a cloud-first, AI-focused future.

o Endurance:

Nadella led Microsoft through several industry shifts, especially transforming it into a dominant player in cloud computing, demonstrating resilience.

o Excellence:

Nadella's "learn-it-all" mindset drives continuous improvement and innovation across teams.

o Encouragement:

He emphasizes a growth mindset, creating a supportive culture that fosters collaboration and open communication.

o Enablement:

By empowering teams to innovate, Nadella provides the tools and autonomy needed to fuel Microsoft's growth.

o Effectiveness:

His long-term focus on cloud and AI has led to sustained growth, making Microsoft one of the most valuable companies in the world.



WHY BUILDING THE 7 E'S OF LEADERSHIP
AGILITY IS SO CHALLENGING?



1. Ethics (Integrity, Trust, Moral Courage)

Moral Licensing:

Studies have shown that people who view themselves as highly ethical can sometimes rationalize minor unethical actions afterward, known as "moral licensing." Leaders with a history of integrity may feel they've "earned" some leniency, posing a risk to consistency.

Ethical Fatigue:

Research suggests that making constant ethical decisions can lead to decision fatigue, weakening resolve over time. Leaders repeatedly facing moral dilemmas may find it harder to uphold standards without support or rejuvenation.

Risk Aversion in Moral Courage:

Psychologists find that fear of judgment and career repercussions can deter leaders from taking morally courageous actions, especially in high-stakes environments where dissent is not well-tolerated.



2. Envisioning (Visionary, Strategic, Boldness)

Planning Fallacy:

This cognitive bias, identified by psychologists, leads leaders to underestimate the time, costs, and risks of future actions, making bold visions difficult to realize as reality often diverges from initial plans.

Confirmation Bias:

Leaders with a strong vision may focus on information that supports their ideas, ignoring counter-evidence. This bias can prevent leaders from adapting strategy when conditions change.

Innovation Resistance:

Studies show that bold ideas often face organizational resistance, especially from those with a stake in the status quo, making it difficult for visionary leaders to gain widespread buy-in.



3. Endurance (Resilience, Adaptability, Perseverance)

Burnout Syndrome:

Persistent high-stress situations, common in leadership, can lead to burnout, impacting resilience and adaptability. Neuroscience shows that chronic stress impairs cognitive flexibility, making adaptation to new challenges harder.

Adaptability Paradox:

Research highlights that the more expertise leaders gain in one area, the less adaptable they become, due to “anchoring” in past successful approaches. Leaders must constantly work against this paradox to remain flexible.

Adversity Response Cycle:

Studies show that repeated exposure to setbacks can erode resilience over time unless actively countered with positive reframing and stress management practices.

4. Excellence (Discipline, Focus)



Attention Fatigue: Cognitive science reveals that intense focus depletes attention reserves. Leaders often face this in high-demand environments, where multitasking and constant decisions hinder sustained focus on long-term goals.



Motivational Decline: Research suggests that prolonged efforts to maintain high standards without immediate rewards can decrease motivation. Leaders may struggle to keep teams focused on excellence, especially during long projects.



Goal Dilution: Having too many goals weakens commitment to each one. Studies show leaders who try to sustain excellence across numerous fronts may sacrifice quality, leading to diminishing returns.

5. Encouragement (Influence, Collaboration)



Empathy Fatigue: Known as “compassion fatigue,” this phenomenon occurs when leaders exhaust their capacity for empathy, making it harder to inspire and support team members over time.



Social Identity Theory: Psychological research on in-group and out-group dynamics shows that team members may resist collaboration with those they perceive as different. Leaders must actively work against this to promote a truly collaborative culture.



Power Distance: Studies show that perceived differences in authority can stifle team collaboration and open communication, especially in hierarchical cultures where subordinates feel less empowered to engage openly.

6. Enablement (Empowerment, Transformation)



Delegation Paradox:

Neuroscience research shows that people who are adept at tasks (often leaders) tend to believe they are the best suited to complete them, making delegation psychologically uncomfortable.



Imposter Syndrome:

Leaders who empower others may experience imposter syndrome, feeling inadequate as their influence shifts from direct action to enabling others. This can hold back true empowerment.



Resistance to Change:

Organizational research reveals that individuals often resist empowerment initiatives, especially if they've previously been in rigid structures. Leaders face the challenge of changing mindsets to embrace new, flexible roles.

7. Effectiveness (Innovation, Impact)



Status Quo Bias: Leaders aiming for innovative solutions may find that both teams and stakeholders naturally resist change. Studies show that people prefer known risks over unknown opportunities, making innovation difficult.



Risk-Aversion Bias: Psychological studies indicate that risk-averse leaders struggle with innovation, as fear of failure or loss prevents them from taking bold, impactful actions that could lead to breakthrough successes.



Difficulty Measuring Impact: Research on decision-making shows that defining and measuring “impact” is inherently subjective, making it difficult for leaders to assess the success of their initiatives and make necessary adjustments.

Invictus (2009)

- **Ethics:** Nelson Mandela's moral leadership in uniting a divided South Africa.
- **Envisioning:** Mandela's vision of using rugby as a tool for national reconciliation.
- **Endurance:** His unwavering resilience in overcoming decades of division and skepticism.
- **Excellence:** The Springboks strive for peak performance to win the World Cup.
- **Encouragement:** Mandela inspires the team to believe in themselves and their greater purpose.
- **Enablement:** Empowering players and citizens to see themselves as part of a unified nation.
- **Effectiveness:** Successfully unites a fractured country through sportsmanship and hope.

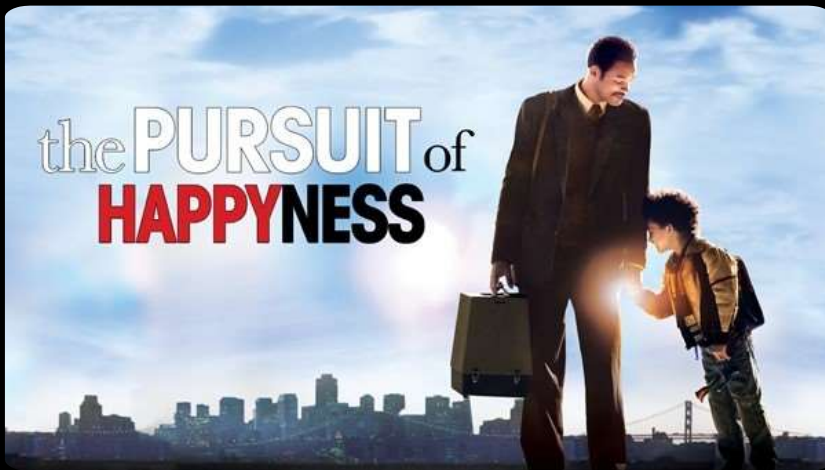


Apollo 13 (1995)

- **Ethics:** NASA prioritizes the astronauts' safety above all else.
- **Envisioning:** Engineers visualize creative solutions to seemingly impossible problems.
- **Endurance:** The astronauts and mission control demonstrate resilience in a life-or-death scenario.
- **Excellence:** The entire team works with precision and commitment to resolve critical issues.
- **Encouragement:** Leaders foster teamwork and maintain morale in the face of adversity.
- **Enablement:** Empowering every team member to contribute their expertise to the mission.
- **Effectiveness:** The mission concludes with a successful return against overwhelming odds.



The Pursuit of Happyness (2006)



- Ethics:** Chris Gardner refuses to compromise his values despite immense hardship.
- Envisioning:** He sees the opportunity to create a better life for himself and his son.
- Endurance:** Gardner perseveres through homelessness and setbacks with unshakable focus.
- Excellence:** His commitment to excellence in his internship sets him apart.
- Encouragement:** His dedication inspires his son to remain hopeful.
- Enablement:** He enables himself and his son by building a future through sheer determination.
- Effectiveness:** He achieves his goal of financial independence and personal success.

Travis Kalanick's leadership at Uber

- Ethics:** A lack of ethical leadership fostered a toxic culture, leading to backlash and reputational damage.
- Envisioning:** While visionary in disrupting transportation, Kalanick struggled with stakeholder alignment and compliance.
- Endurance:** Kalanick's emotional resilience faltered under crises, ultimately leading to his resignation.
- Excellence:** The relentless focus on growth compromised quality and operational excellence.
- Encouragement:** An aggressive leadership style created fear rather than motivation among employees.
- Enablement:** Weak systems and processes under Kalanick hindered Uber's adaptability and long-term health.
- Effectiveness:** The imbalance of growth and ethics undermined leadership effectiveness and required a cultural reset.

Unleash Your Leadership Potential: Navigate Uncertainty with Mental Agility

Imagine leading a ship through a tumultuous sea, battered by unpredictable storms. Now, translate that image to the fast-paced world of business, where challenges and opportunities arise unexpectedly.

The ability to pivot, adapt, and thrive in such a dynamic environment hinge on one crucial skill: **"Mental Agility"**.

This book will equip you with the tools to harness mental agility and become a resilient, adaptable, and effective leader.

You'll learn how to:

- **Navigate Uncertainty:** Develop the mindset and skills to thrive in unpredictable times.
- **Make Swift Decisions:** Learn to make informed decisions quickly and confidently.
- **Inspire Your Team:** Motivate and empower your team to overcome challenges and achieve success.
- **Build Resilience:** Strengthen your emotional resilience to withstand stress and adversity.
- **Cultivate Innovation:** Foster a culture of creativity and innovation.

Drawing on the 7E Leadership Framework and real-world examples, this book provides practical strategies and actionable advice to help you become a more effective leader.

Are you ready to take your leadership to the next level?

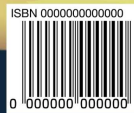


Chandan Lal Patary is a celebrated author and thought leader in organizational transformation and business agility. With an impressive portfolio of best-selling books, including *The Agilist Guidebook*, *The Scrum Master Guidebook*, *We Can Lead*, and *The Innovation Blueprint*, Chandan has established himself as a trusted voice for professionals navigating the evolving landscape of modern business.

Drawing from over 25 years of experience in IT product development, Chandan specializes in coaching leaders, Product Owners, Scrum Masters, and high-performance teams. His expertise extends across diverse domains such as Healthcare, Banking, Aerospace, and Retail Fast Fashion, and he has collaborated with global organizations like GE Medical Systems, Honeywell, and H&M.

Chandan's passion for knowledge-sharing is evident in his prolific writing. He has authored 1,000+ LinkedIn blogs and 50+ technical papers, with accolades such as the PM World Journal Editor's Choice Award. His seminars and workshops have empowered countless professionals to embrace innovation, achieve execution excellence, and foster people leadership.

With a mission to inspire and drive impactful change, Chandan continues to lead the conversation on innovation, strategy, and leadership. Connect with him at patarychandan@gmail.com to explore his insights and vision.



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MASTER YOUR LEADERSHIP

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MASTER YOUR MIND MASTER YOUR LEADERSHIP

The 7 E's: A Guidebook to Redefining Leadership for the 21st Century



From the Author of the books, *The Scrum Master Guidebook*, *The Product Owner Guidebook*, *High-Performance Team Coaching Guidebook* and *The Innovation Blueprint*

Chandan Lal Patary

