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## One Face: Shed the Mask, Own Your Values, and Lead Wisely

*Sarah K. McDugal*

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**Sarah K. McDugal : One Face: Shed the Mask, Own Your Values, and Lead Wisely** before purchasing it in order to gauge whether or not it would be worth my time, and all praised One Face: Shed the Mask, Own Your Values, and Lead Wisely:

1 of 1 people found the following review helpful. Dynamically written. Very useful. Concise theme. Highly recommended. By Pen Name After reading One Face, there were two things I did. Shared it with my wife, and quite my

job. As the author so well described, it's easy to slip into a position in life where status quo or the boss defines our morals and values, and makes choices for how we will live our lives. The stress caused by living life as shaped by those around us is really not any fun. The author gives clear directives for anyone to follow in order to shed the mask, and unashamedly display your true morals to everyone. One Face not only shows the benefits of personal transparency, it describes how personally transparent people can build more productive businesses. The stories and interviews included reveal the practical steps used by many entrepreneurs, to reach success in today's very competitive business world. A highly recommended resource for anyone looking to build a successful business, or to strengthen a small business that is facing competition. One Face has started me on the most stress-free, journey in life, I have ever been on! Thank you Sarah for compiling such a powerful tool, for all of us to use. 1 of 1 people found the following review helpful. Perhaps the greatest secret to a healthy career and personal life By JLDavidson It's said that the unexamined life isn't worth living. For those who wish to have a life worth living, One Face is a valuable guide to examining how we can live with integrity, both with ourselves and with others. As the author Sarah McDugal points out, the ability to live with absolute integrity—being true to our core values in all areas of life—is critical to our well-being. We can't function properly if we're trying to remember which self to display at any given moment. The author builds her case for living with One Face by telling stories of her own experience as a television producer, laying out in vivid clarity how living a life of multiple faces can destroy careers, teams, and even entire organizations, but also how living with One Face can inspire greatness in oneself and in others. She also includes interviews she has conducted with business leaders who attribute their success to consistently living their values. Access to these interviews alone would be worth the price of the book, for they show how people from across the country have successfully implemented the philosophy of living with One Face into the business world. Overall, this book was well worth the 119 minutes it took to read it (I thought it was very cool for such an estimate to be included on the back cover) and I look forward to doing the hard but worthwhile work of living with One Face. 1 of 1 people found the following review helpful. I loved this book By B. E. Wise THIS is what authentic leaders need to know. I loved this book!

Are you missing out on future success because your internal values are out of alignment with your external message?"One Face: Shed the Mask, Own Your Values, and Lead Wisely" is for you if you want to:  
• discover and define your personal core values.  
• transform even the harshest feedback into fuel for growth.  
• use a proven framework to make decisions you won't regret.  
• live with less stress, less guilt, and more freedom to be yourself.  
In One Face, Sarah McDugal takes you on a journey of personal discovery and growth, showcasing stories of wildly successful entrepreneurs and professionals who are committed to leading with transparency and to living with "one face." After reading this book, you will possess a clearly defined set of core values, a four-step framework for making decisions without regret, and the tools you need to build your brand to last beyond a lifetime.

"One Face will build and improve your personal and professional relationships." - Narayana Murthy, Founder, InfoSys Limited 2013 World Entrepreneur of the Year  
"At a certain point in the development of a meaningful career, it is helpful to set aside everything but absolute and unvarnished truth as one considers how the world works. In a disarming and completely authentic way, Sarah McDugal walks through this charming book at your side, with nothing but your best interests at heart. She is your friend, your confidant and your dependable adviser." -- Andrew Benton, President CEO, Pepperdine University  
"Sarah McDugal brings nurture to the leadership conversation. One Face is motivating, encouraging, concise, clear, effective and efficient. She could have used statistics and facts--and she would have been erudite, eloquent, and excellent -- but she chose the less-traveled path of stories, and I thank her for doing so. I will be reading this book over and over again, applying more from One Face than any other leadership book I've read." -- Jason O'Rourke, Hospital Chaplain, US Army Special Ops  
"If you are looking for deeper meaning in your work, or you wish to be a more authentic person -- One Face is your roadmap. I was taught to put your "best foot forward", but that's a slippery slope if you don't know what you stand for. One Face explains this problem--and provides unique solutions that are easy to understand and put in place. One Face preserves all the raw enthusiasm and passion Sarah is known for." -- Koby Bryan, Author of #Integrity  
About the Author Sarah McDugal is a brand strategist, author, and speaker with more than twenty years of experience in brand development, media production and team leadership. She has directed more than 150 story videos for clients ranging from citywide brand campaigns to global TV networks. Sarah blogs about entrepreneur life as a single mom at sarahmcdugal.com/blog/. Excerpt. copy; Reprinted by permission. All rights reserved.  
It's 3 o'clock in the morning and I've been at work since 7:00 a.m. yesterday. For the past twenty hours, I've been hyper-focused on running my team's annual general meetings. Our remotely operated international staff has gathered together in Western Europe from more than 5 different countries to spend a week planning out the next year's projects. My weary crew members are dropping laptops into backpacks with eyes glazed. We aren't even halfway through the week and everyone is ready to collapse. We all desperately need sleep, some time off, a chance to wander cobblestone streets and find inspiration again. I'm about to follow

my guys out the door when the boss beckons me into his office. I sit down and go over these script concepts with me. I want to add some new projects to the production calendar. I'm exhausted. I'm in a country five time zones from home and haven't gotten past the jet lag yet. It takes every remaining ounce of energy to focus my brain out of the fog creeping up on the edges of my vision. At this point, it's all I can do to just respond in full sentences. Oh yes. And yesterday at 5:00 a.m., two little blue lines announced that I'm pregnant. I haven't even told my husband yet. I'm nauseated, but not sure if it's from pregnancy or sheer exhaustion. And I'm starving because we worked straight through dinner. Oblivious, the boss is not even talking about his latest plans to tweak the production schedule. I already know it doesn't matter to him that the project lineup was voted by the entire team this morning. He'll mix it around however he likes, without regard for logic or productivity. He drones on about imaginary interpersonal issues he thinks are reality between two of our team members. I could not care less. My first thought is to protect the current target of his interpersonal paranoia: Why are you attacking the team member who is likely the smartest creative person on our crew (and one of my best friends)? My second thought is pure self-preservation. Is there any sane reason that I can't wait a mere four hours until 7:00 a.m. when I'm expected to be back at my desk? All I want to do is sleep. My boss is a narcissistic manipulator and it hits me that I've been enabling him for years. Despite the fact that I'd probably describe myself as someone who reads people well, I'm really only starting to see it for the first time. I've been so busy pandering to his ego, managing his paranoia, and offering myself as a buffer to protect my team from his toxicity, that I can't even pinpoint where things went off track. He's the epitome of a man living multiple personas to different people. He does not live with one face. And I don't have a clue how I let things spiral so out of control.

The Way Things Were There was a time when society was made up almost solely of small, intimate social groups. People lived on farms, in villages, in small towns. Even in the big cities, distinct social classes forced narrow circles of interaction. Everybody knew everybody else's story, because they grew up alongside each other and then grew old in the same place. If you beat your wife or lied compulsively or cheated customers at your market stall, people knew. They might ignore it, but they still knew. People kept each other's secrets as a matter of survival. There was a great deal of openness and transparency in this social face-to-face world, but in contrast, the corporate business world offered consumers no accurate opportunity for fact-checking. The only information you had was the facts and data that the company put on paper for you to see. Corporations could essentially tell any story they wanted, because it was almost impossible for anyone to uncover the skeletons in their closets, the multiple identities behind closed doors, or the schizophrenic values. This created a very real opaque corporate veil. If an organization had a schizophrenic past or a fraudulent present, all you had to do was bury the paper trail and there was a good chance nobody would ever find the evidence. Even information technically considered "in the public domain" required a time-consuming trip to the county courthouse or an archives building. Then you had to sit a file room and sneeze your way through a hundred mildewed boxes until you found that one elusive sheet of paper. You had to possess an intense investigative drive--or a search warrant--to ever unveil corporate secrets. Those large corporations also controlled the media, which meant they controlled the story. A select few at the top determined the message, the morals, and the mindset they wanted to instill among the public. The corporate veil protected big companies and shielded the shenanigans of their leadership from public view. It was fairly easy to hide the skeletons in your corporate closet, in the analog world. That was then. The Digital Flip Now we have the reverse. You might naturally think that this means the opaque veil has been pulled back, since so much information is out in the open. But instead of vanishing, the veil has simply repositioned itself. Now, rather than keeping corporate secrets, we've allowed it to separate us individually through the constant facade of digital media. In real life we tend to exist in isolated, compartmentalized worlds where we rarely speak to neighbors and anybody can pose as anybody else on the Internet. The digital world gives every person with a WiFi connection the platform to pretend to be anyone they wish, for any purpose, a luxury once available only to wealthy business. Reinvention awaits, available at the stroke of our fingertips. Any teenage kid in a chat room knows it's challenging to resist the lure of presenting ourselves as someone we're not, simply because digital media makes it so easy for us to do so. And those on the other side of the screen have no way of knowing if you're the 13-year-old girl you say you are, or a dangerous sexual predator. There's no way to know the difference. If you're a jerk, or a narcissist, or a fraud, or a pedophile-- the digital veil might allow you to successfully conceal your true self for a very long time. But it also allows the average person to more successfully navigate around what was once such an opaque corporate veil. Three dozen key strokes on Google will reveal anything that is a matter of public record anywhere--and often a significant amount of so-called private data is exposed as well. Corporate skeletons are no longer so easily closeted away. We're living in the center of this digital flip. Unless we make a focused, intentional effort to seek transparency, while simultaneously rejecting the temptation to compare our behind-the-scenes with everyone else's social media highlight reel, we don't stand a chance of authenticity. Whether you are a corporate leader, a brand manager, a non-profit visionary, or simply a caring grandparent--you're telling a story with your life and through your organization. All relationships are based on trust. That trust is either strengthened or destroyed by the values people observe you acting out on a day to day basis. When there is a breakdown between what happens in a leader's private life and the message they present to their

public, or between a company's published philosophy and the experience someone has with an employee or product--trust is broken. Nothing kills brand engagement and violates trust faster than feeling betrayed, thinking you'd bought into a relationship that offered one particular set of values, then discovering that the reality is something different. In personal life, in public leadership, in corporate identity and brand experience, it is absolutely vital to choose a set of core values, clearly articulate them, then consistently and intentionally implement them across all platforms. If all facets of an individual or organization are not governed by the same set of values, you will end up dividing your effectiveness by spending at least some of your energy to put a positive spin on the skeletons in your closet, and investing the rest of it into making sure no one opens the closet door. The great, looming challenge we all face in both corporate and individual identity is our deep and rooted human need to live with one face.