

# The Leadership Advantage Workbook

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## Introduction

Before attending the Leadership Advantage Programme it would be useful if you could take the time to look through this Workbook. We will be using the Workbook throughout the week to help focus the development process. It is in several sections designed to be completed before, during and after the workshop. The sections are:

### 1. Personal Review - Where am I now ?

- What are my career and leadership goals ?
- What is my work environment ? What do I enjoy about it ? What don't I enjoy ? What opportunities or problems do I see ? What needs to change ?
- Who are the significant others who impact on me at work ( and home ) ? What support do I get from them ? What are the issues ? What needs to change ?
- What do I see as my skills ? Strengths ? Development areas ?
- What are my values, my motivations, my area of satisfaction ?

### 2. What are my learning goals for the programme?

- What are my key reasons for attending the programme?
- What do I want to get out of the programme ?

### 3. Review and Feedback

### 4. Taking action

PLEASE COMPLETE SECTIONS 1 ( Personal Review - Where am I now ? ) And 2 ( What are my learning goals for the programme ? ) BEFORE ATTENDING THE LEADERSHIP ADVANTAGE PROGRAMME.

When completing this workbook focus on your strengths. Peter Drucker gives some clear guidelines to developing yourself in an article he wrote for the Harvard Business Review "*Managing Oneself*" March-April 1999.

*Success in the knowledge economy comes to those who know themselves -their strengths, their values, and how they best perform.*

***First and foremost, concentrate on your strengths. Put yourself where your strengths can produce results.***

***Second, work on improving your strengths. Analysis will rapidly show where you need to improve skills or acquire new ones.***

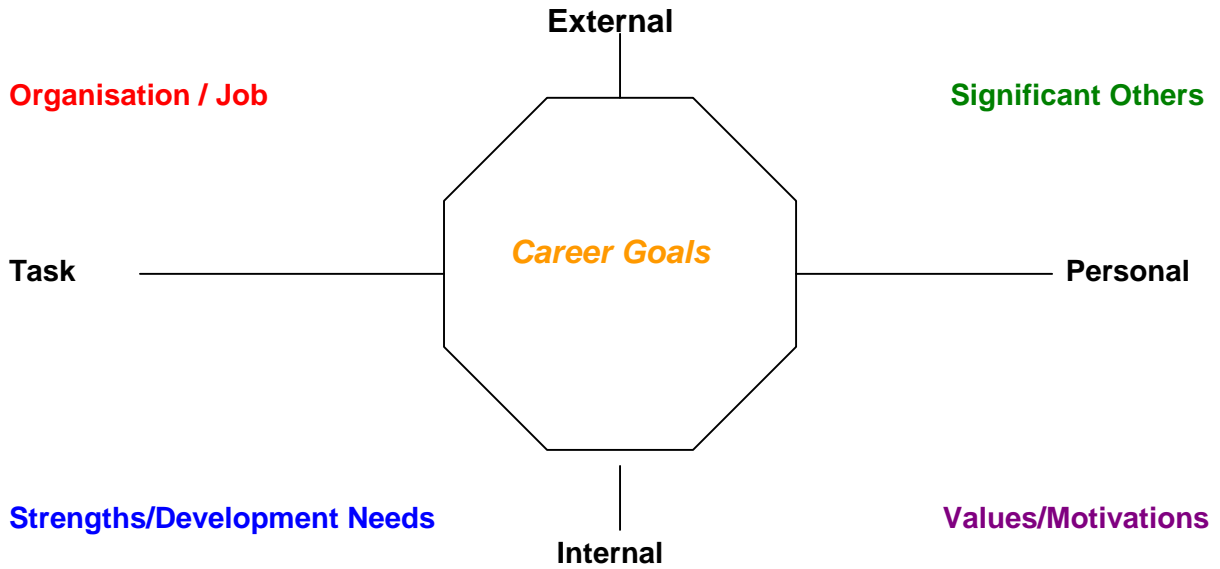
***Third, discover where your intellectual arrogance is causing disabling ignorance and overcome it. It is equally essential to remedy your bad habits - the things you do or fail to do that inhibit your effectiveness and performance. At the same time, feedback will also reveal when the problem is a lack of manners. Manners are the lubricating oil of an organisation.***

***Organisations, like people, have values. To be effective in an organisation, a person's values must be compatible with the organisation's values. They do not need to be the same, but they must be close enough to coexist. Otherwise, the person will not only be frustrated but also will not produce results. Values, in other words, are and should be the ultimate test.***

# 1. Personal Review - Where am I now?

### 1. Personal review - Where am I now?

The review is split into the following areas. This is how we shall ask you to introduce yourself on the programme. It is also the format we shall follow for action planning. After going through each section you will find a one-page outline of this table which you can use to summarise your conclusions.



#### 1.1 My Career Goals :

My career to date:  
What has gone well /

What could have been better ?

What do I want to achieve in my career ? My overall goal in life is.... ?

## 1.2 Organisation and Job

**What do I like about my organisation ?**

**What do I want to change about it ?**

**What do I like about my job ?**

**What do I want to change about it ?**

### 1.3 Strengths/Development Needs

Thinking about my career to date, what are my key strengths as a leader?

In what areas do I need to develop my leadership capability?



### 1.5 Values and Motivations

**What are the key values underpinning my choices in life?**

**What do I like doing ?**

**What do I dislike doing ?**

For each of the following 'motivators', please indicate whether this is positive or negative for you? Circle the **five** most important 'motivators' for you at this moment in time.

Autonomy/independence  
 Material rewards  
 Status  
 Competence/not failing  
 Personal growth  
 Career progression  
 Being the best  
 Being always on the go  
 Working in a commercial world  
 Power

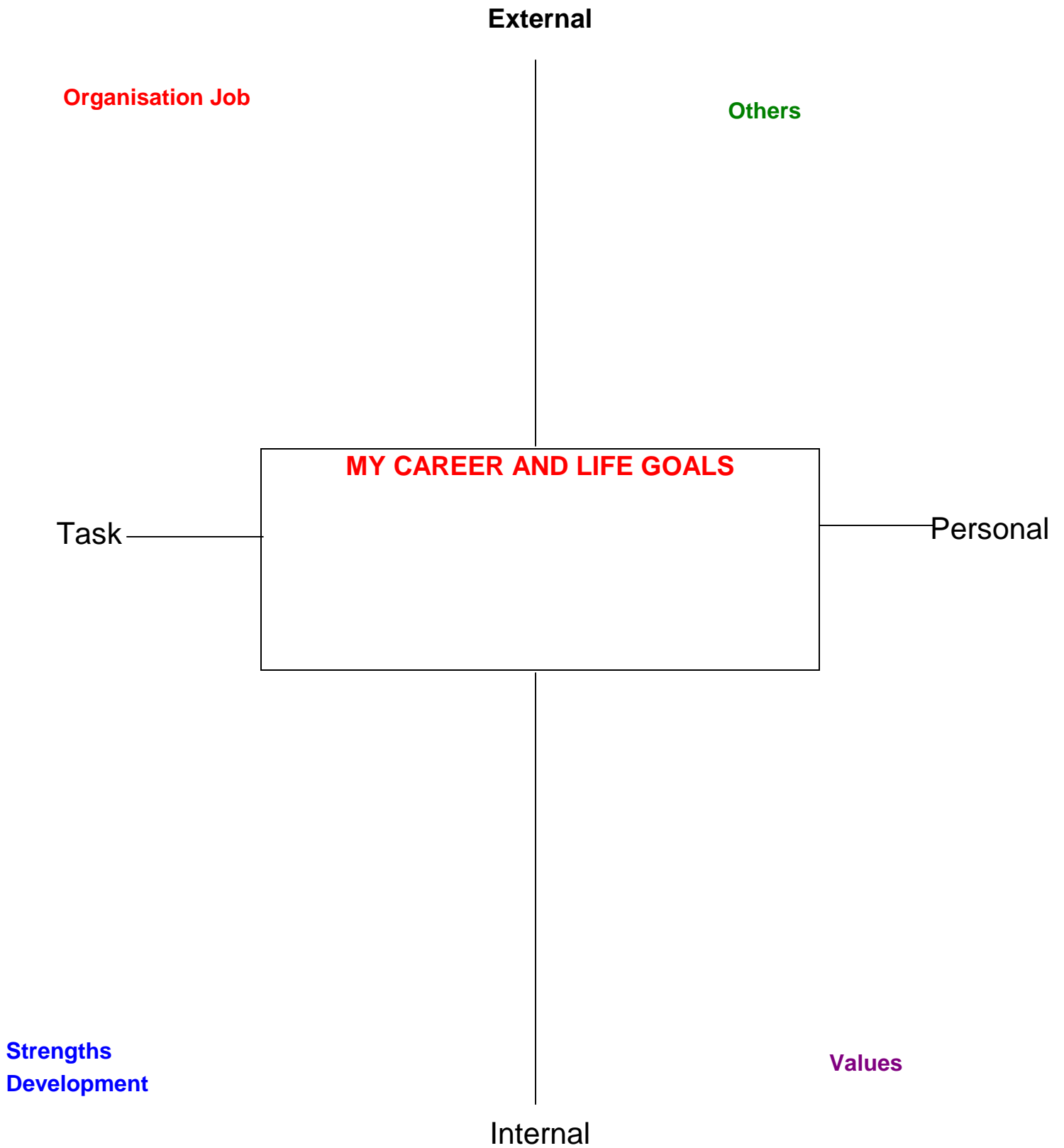
Working in a team/working closely with others  
 Working environment/physical conditions  
 Variety/change  
 Personal principles/ethics  
 Achieving targets  
 Recognition  
 Security  
 Being immersed in my work  
 Doing work of value to others  
 Being liked by others

**My five career themes** (from Now, Discover Your Strengths )

**What five key words would you use to describe your personality?**

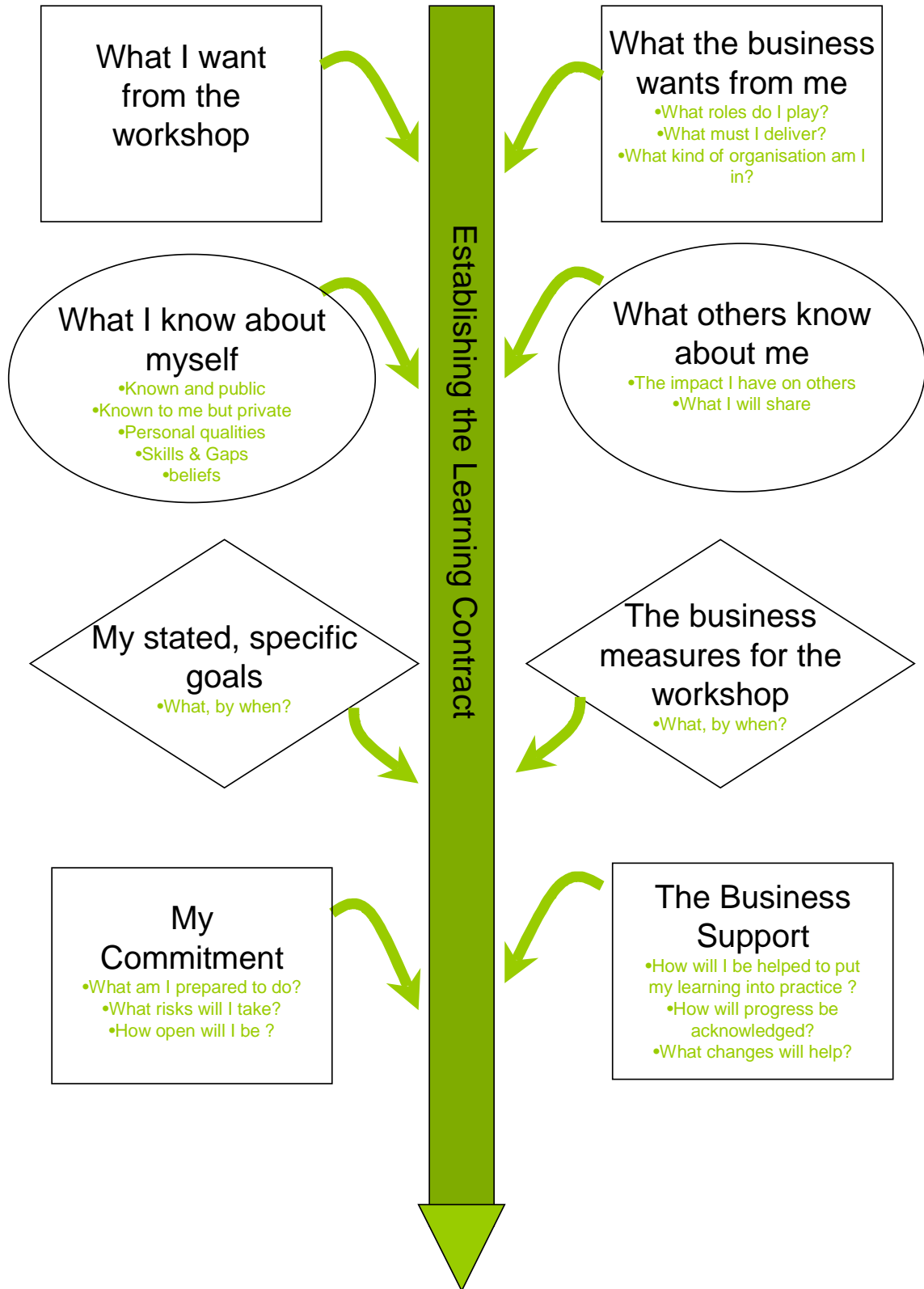


## Career Summary



## 2. What are my Learning Goals for the Programme ?

2. What are my learning goals for the programme ?



You can use the career framework to think of your learning goals in more detail. For example:

- To develop strengths further or to remedy “weaknesses”
- To become clearer about my values, motivations and to move into work I really enjoy
- To get “objective” feedback on my leadership styles
- To learn how to build relationships more effectively
- To set a clear career path
- To change jobs
- To have a better work / life balance
- To earn more money

|

**What I want from the Leadership Advantage Programme - specific goals**

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- 
- 
-

**My commitment**

**What the business wants from me and the business measures**

**The Business support**

**Support from others**

# 3. Review and Feedback

### 3. Review and Feedback Sessions

There are many sources of information available to you this week. Please take time to note the key messages that you find useful from each of them. The sources are:

- Introductions ( learning about yourself by learning about others )
- Introduction to leadership
- Myers-Briggs Type Indicator
- StrengthsFinder
- Feedback from the workplace
  
- Leading Others - the FIRO-B Feedback
- Managing Diversity Exercises
- Leading Others Exercise and Session
  
- Leading Change Exercise and Session
- Leading the Organisation Exercise and Session
  
- Peer feedback
- Coaching Practice
- One to One Session
  
- Managing Self
- Career Vision

What messages do the information give you in terms of:

**Your job and work structures & actions**

**Your relationships**

**Your career and life goals**

**Your Strengths & Development Needs**

**Your leadership style and values**

And for each key message what does that tell you that you need to do ? I.e.

- **Continue**
- **Stop / do less of..**
- **Start / do more of.....**

**3.2. Sessions**

<b>Session: Introductions</b>
In what ways am I similar to others ? In what ways am I different ? Who can I learn from ? My immediate reactions ?
<b>Key Messages Applications</b>

<b>Session: Introduction to Leadership</b>
What are my views on leadership ? What helps me in my leadership effectiveness ? What hinders me in my leadership effectiveness ?
<b>Key Messages Applications</b>



<b>Session: Myers-Briggs Type Indicator and Leadership Styles</b>
What are my strengths as suggested by my profile ? What development areas do I need to work on ? What specifically do I need to do in the following areas: My Decision Making style My Organisational preferences My approach to change and innovation My approach to communication and influencing Stress
<b>Key Messages</b> <b>Applications</b>

<b>Session: Feedback from the Workplace</b>
What confirms what I already know ? What has surprised me ? What helps me in my leadership effectiveness ? What hinders me in my leadership effectiveness ? Specifically what messages and actions do I need to take in each of the competency areas ?
<b>Key Messages Applications</b>

<b>Session: Leading Others</b>
What is the FIRO-B telling me about my relationships with others ? What helps me in my leadership ? What hinders me ? What are the messages for me In terms of: Inclusion / significance Control / Competence Affection / Self-worth
<b>Key Messages Applications</b>

<b>Session: Managing Diversity</b>
What do I need to do re welcoming diversity ? What helps me in my leadership effectiveness ? What hinders me in my leadership effectiveness ?
<b>Key Messages Applications</b>

<b>Session: Leading Others Exercise:</b>
<b>Key Messages for ME</b> What helps me in my leadership effectiveness ? What hinders me ?
<b>Key Messages Applications</b>



<b>Session: Leading Change Exercise:</b>
<b>Key Messages for ME</b>
What helps me in my leadership effectiveness ? What hinders me ?
<b>Key Messages Applications</b>

<b>Session: Leading Change Exercise:</b>		
<b>Key Messages for OTHERS</b>		
What did they do that was helpful ?		
What did they do that was unhelpful ?		
<b>Name</b>	<b>Helpful</b>	<b>Unhelpful</b>

<b>Session: Leading Organisations Exercise:</b>
<b>Key Messages for ME</b>
What helps me in my leadership effectiveness ? What hinders me ?
<b>Key Messages Applications</b>





<b>Session: Peer Feedback</b>
<b>Key Messages Applications</b>

<b>Session: One - to - One</b>
<b>Key Messages Applications</b>

**Session: Coaching**

**Key Messages**

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<b>Other Information from Conversations</b>
<b>Key Messages Applications</b>

### 3.3 Summary

Key Messages Applications
<b>Organisation / Job</b>
<b>Relationships / Leading Others</b>
<b>Values / Beliefs</b>
<b>Strengths / Development Needs</b>

# 4. Taking Action

*The highest reward for man's toil is not what he gets for it,  
but what he becomes by it. John Ruskin*

*Unless one is committed there is hesitancy, the chance to draw back, always ineffectiveness. Concerning all acts of initiative and creation, there is one elementary truth, the ignorance of which kills countless ideas and splendid plans - that the moment one definitely commits oneself, then providence moves too. All sorts of things occur to help one that otherwise would never have occurred. A whole stream of events issues from the decision raising in one's favour all manner of unforeseen incidents and meetings and material assistance which no man would have dreamed would come his way.*

*Whatever you can do or dream you can, begin it  
Boldness has genius, power and magic in it  
Begin it now !*

*Goethe*

## Introduction - Your Career Vision

*"Not much happens without a dream. Behind every great achievement is a dreamer of great dreams. Much more than a dreamer is needed to bring it to reality; but the dream must be there first."*  
 Robert Greenleaf

Start with your dream; then move on to the practicalities of making it happen. What are the changes you want to see in your life; your work ? What will you do to make this happen !!

		Quality of Ideas	
		Low	High
Commitment to Action	High	Good Intentions	<b>Vision into Reality</b>
	Low	Apathy	Intellectualising

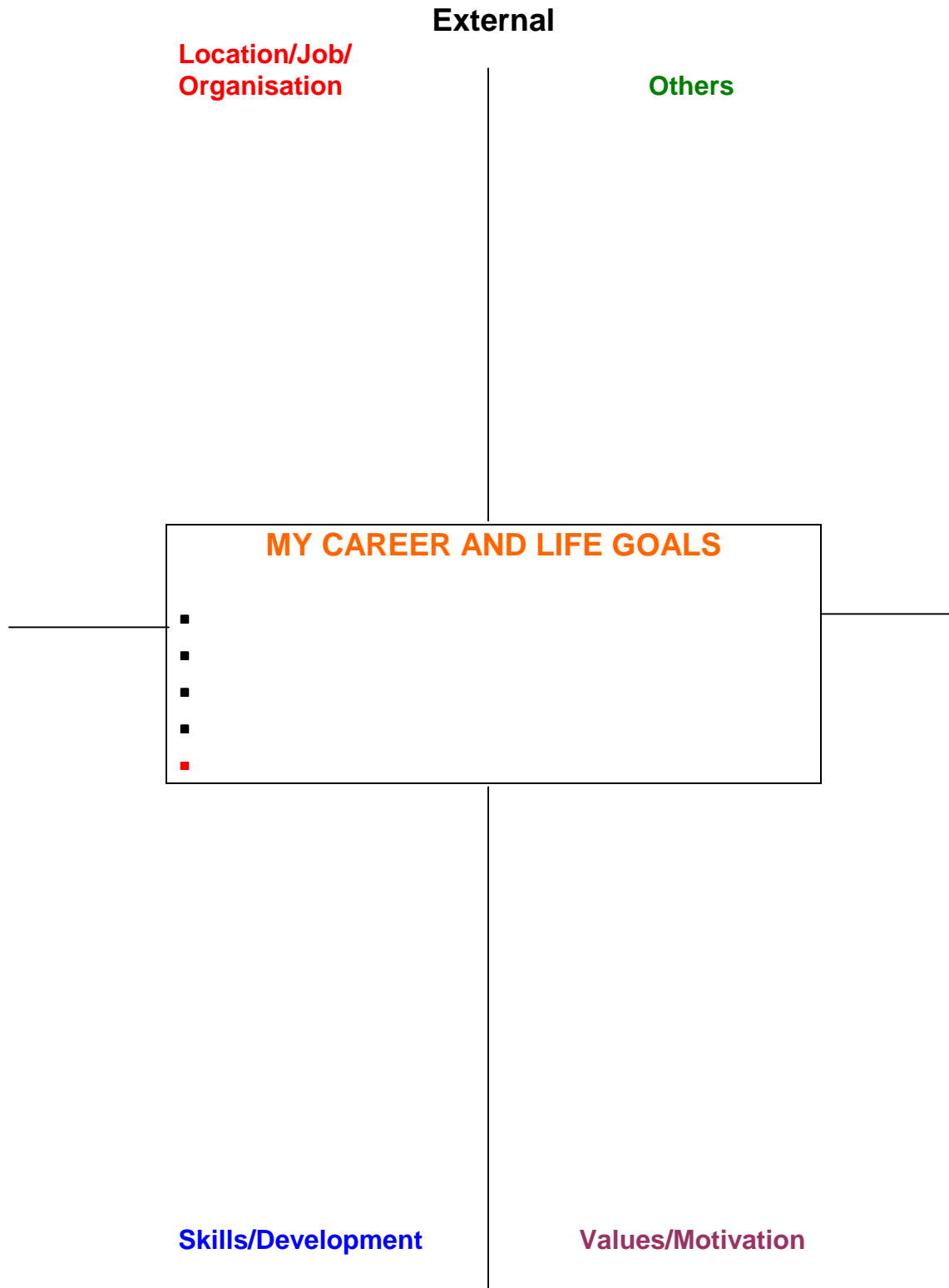
To translate vision into reality take the dream or vision and write specific goals against each area. The guidelines from the Sedona Method ([www.Sedonamethod.com](http://www.Sedonamethod.com)) can be helpful.

- **Write down your goals**
- **Phrase it in the now** If you keep goals in the future they will always be out of reach.
- **Phrase the goal positively, without any negatives** Put in what you want - not what you don't want.
- **It should feel real, realistic and right to you.** Set your sights high, but not out of sight. It needs to feel good to you or you won't do what's necessary to get there.
- **Include yourself in the statement in relationship to the goal** e.g. "I allow myself to" or "I have" or "I am".
- **Be precise and concise**
- **Be specific, but not limiting** .
- **Eliminate the word "want"** Because when you want something, you feel like you don't have it and you need to get it.
- **Focus on one goal per statement**



### Your Dream

It's a perfect day. You wake up full of joy. Your heart is singing and there is a spring in your step. You are in the perfect place with those you most want to be with and doing the work you love. Go through the day seeing, feeling, imagining the ideal. What needs to happen in each of the arenas to help you move in this direction ?



**Priority Goals and Actions**

**Personal Worth/Feelings**

Goals	How: First Specific Practical Action	When: Time Allocated	Support: Who ?

**Strengths and Skills Development**

Goals	How: First Specific Practical Action	When: Time Allocated	Support: Who ?

**Organisational and Job Actions**

Goals	How: First Specific Practical Action	When: Time Allocated	Support: Who ?

**Relationships**

Goals	How: First Specific Practical Action	When: Time Allocated	Support: Who ?

**Career and Life Goals**

Goals	How: First Specific Practical Action	When: Time Allocated	Support: Who ?

## My Four Top Priorities

Goals	Success Measures
1	
2	
3	
4	

**My Contract with Myself**

I promise myself that I will work towards these goals and review my progress every month.

I will share these goals with \_\_\_\_\_

And let them know of my progress every month.

Specifically I will commit to the following actions:

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And I will reward myself for my success by:

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Date: \_\_\_\_\_

Signature: \_\_\_\_\_

**So how do you become a wise leader ?**

*Are there numerous and complex rules to master?*

*No. There aren't any rules. There is only a way of being.*

*All you need to do is look inside yourself and determine what you should let go of, and then let go of it every day.*

*The desire to know? Let go of it. Practice beginner's mind. Learn how to not-know.*

*The need to be in control? Let go of it.*

*Control is an illusion. The more you seek it, the more it will elude you.*

*The ambition for power, money and prestige? Let go of it. What you already have is enough.*

*Accept rewards if they come your way, but accept them only as symbols of your good work. Remember that a wise leader isn't a victim of his ego; thus he makes no one else a victim. Instead of forcing his ideas and expectations on others, he creates a **space** in which others can do their own good work,*

*Above all, the wise leader is a **resource** for others. He serves, supports and nurtures the people around him.*

*Mindful that true words seem paradoxical when the mind is cluttered with untruth, the wise leader embraces paradox.*

*By not forcing, he leads.*

*By not dominating, he leads. By not leading, he leads.*

**James Autry & Stephen Mitchell: "Real Power- Business Lessons from the Tao Te Ching."**

## Reading

<i>Getting Things Done</i>	David Allen	Viking 2001
<i>Love and Profit</i>	James Autry	Avon Books, 1991
<i>Assertiveness at Work</i>	Back, K and K	McGraw Hill, 1982
<b><i>Please Understand Me</i></b>	Bates and Keirseay	
<i>Leadership and the One-Minute Manager</i>	Blanchard, K.	Harper Collins 2000
<i>The One Minute Manager Meets the Monkey,</i>	Blanchard, K., Ouckan W.	Simon & Schuster, 1988
<i>People Skills</i>	Bolton, R.	Spectrum
<i>First, Break All the Rules</i>	Marcus Buckingham & Curt Coffman	Simon & Schuster, 1999
<i>Now, Discover Your Strengths</i>	Marcus Buckingham & Donald Clifton	The Free Press, 2001
<i>Transitions, Making Sense of Life's Changes,</i>	Bridges, W.	Perseus Books, 1980
<i>Getting to Yes</i>	Fisher, W., and Ury, R.	Arrow 1997
<i>Reading the Mind of the Organisation</i>	Annamaria Garden	Gower, 2000
<i>The Individualised Corporation</i>	Sumantra Ghosal Christopher Bartlett	Heinemann 1998
<i>The Servant as Leader</i>	Robert Greenleaf	
<i>The Institution as Servant</i>	Robert Greenleaf	
<i>Gods of Management</i>	Charles Handy	Corgi
<i>Understanding Organisations</i>	Charles Handy	Penguin
<i>Building Team Spirit</i>	Barry Heermann	McGraw-Hill1997
<i>Creating Excellence: Managing Corporate Culture, Strategy and Change in the New Age,</i>	C Hickman and M Silva	Allen and Unwin
<i>Managing Cultural Differences</i>	Lisa Hoecklin	Addison Wesley, 1995
<i>Improve Your People Skills</i>	Honey, P.	CIPD, 2001
<i>The Implementation Challenge</i>	David Hussey (Ed)	Wiley1996
<i>The One-Minute Sales Person</i>	Johnson, S. and Wilson, L.,	Fontana, 1985
<i>The Social Psychology of Organisations</i>	D. Katz and R. Kahn	Prentice Hall, 1965
<i>Credibility</i>	James Kouzes and Barry Posner	Josey-Bass 1993
<i>Management Development Beyond the Fringe</i>	Phil Lowe and Ralph Lewis	Kogan Page, 1994
<i>The Theory of Organisations</i>	David Silverman	Heinemann, 1970
<i>Insights on Leadership</i>	Larry Spears	Wiley 1998
<i>Competence at Work</i>	Lyle Spencer and Signe Spencer	Wiley1993
<i>Leadership and the New Science</i>	Meg Wheatley	Berrett Koehler 1992
<i>Coaching for Performance</i>	Whitmore, J.	Nicholas Brealey, 1996
<i>Crossing the Unknown Sea - Work as a Pilgrimage of Identity</i>	David Whyte	Riverhead Books, 2001