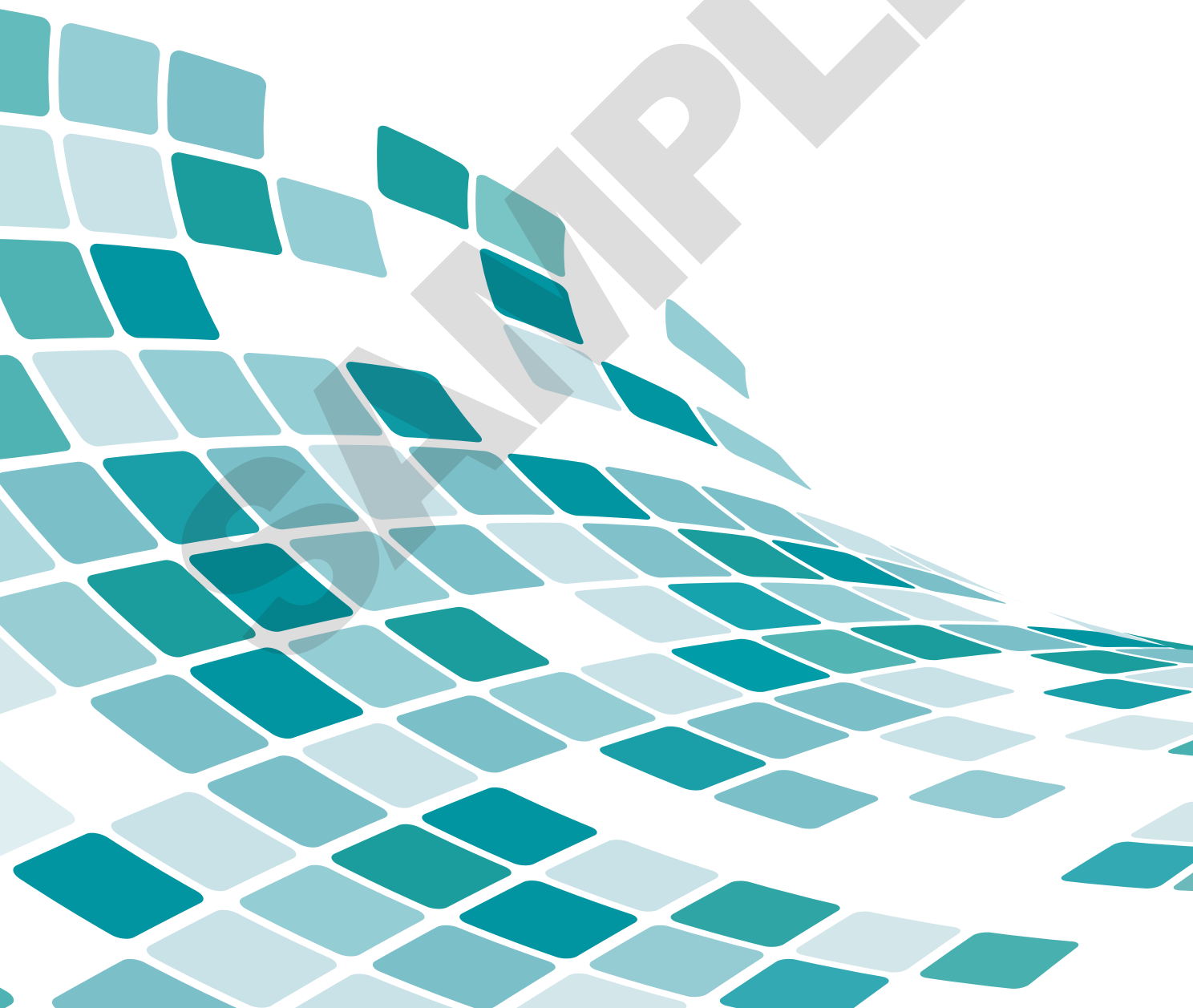

SELF LEADERSHIP



Personal Learning Purpose

Examples

- ☐ Improve communications—and my relationship—with my manager
- ☐ Understand my own needs better so I can ask for what I need
- ☐ Gain the mindset and skillset of a self leader so I can achieve my goals
- ☐ Learn a new language of leadership to help get what I need when I need it
- ☐ Break through barriers that hold me back from taking advantage of growth opportunities
- ☐ Replace victim mentality with a sense of autonomy
- ☐ Take the time to reflect and learn from the inside out
- ☐ Take my career to the next level

My personal learning purpose is to ...

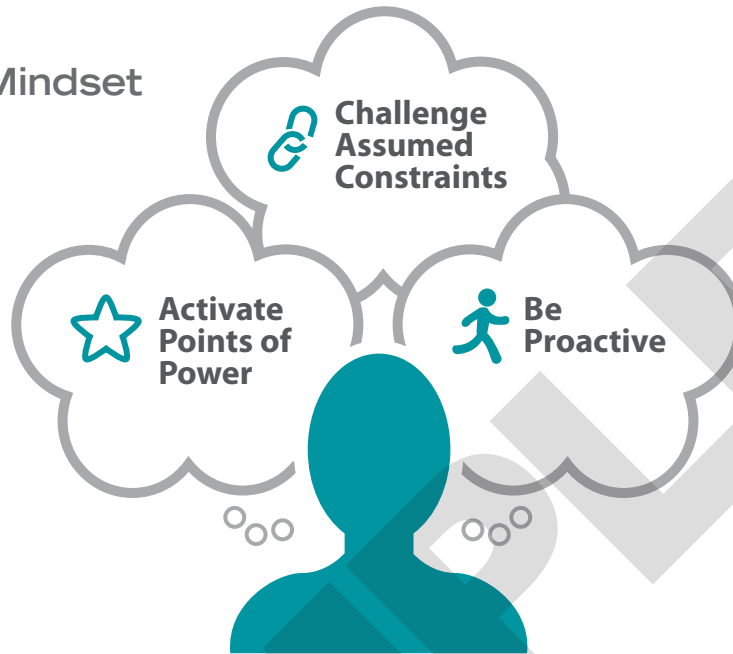
An **Assumed Constraint** is a **belief** that **limits** new experiences.

Challenge your **Assumed Constraints** or they will limit your success.



Self Leadership

Mindset



Skillset

1

Goal Setting

Aligning on what needs to be done, when

2

Diagnosing

Assessing your competence and commitment on a specific goal or task

3

Matching

Getting the leadership style that provides you with what you need

Alignment

Are Your Goals SMART?

Individually

1. Transfer your goals from the Goals Worksheet into the first column.

2. Remember to write each goal as an outcome that needs to be achieved and by when.

With a Partner

3. Draw a check mark in the associated column if you think the goal meets that SMART criterion.

4. Draw an X if you think the goal does not meet that SMART criterion.

5. Determine and mark with an X if your goal needs to be Clarified, Negotiated, or Reframed.

Goals—Outcome that needs to be achieved and by when	S	M	A	R	T	Does my goal need to be ...?
						<input type="checkbox"/> Clarified <input type="checkbox"/> Negotiated <input type="checkbox"/> Reframed
						<input type="checkbox"/> Clarified <input type="checkbox"/> Negotiated <input type="checkbox"/> Reframed
						<input type="checkbox"/> Clarified <input type="checkbox"/> Negotiated <input type="checkbox"/> Reframed
						<input type="checkbox"/> Clarified <input type="checkbox"/> Negotiated <input type="checkbox"/> Reframed
						<input type="checkbox"/> Clarified <input type="checkbox"/> Negotiated <input type="checkbox"/> Reframed

Diagnosing Competence

Competence is not
potential

Competence is your

1. Demonstrated goal- or task-specific knowledge and skills
2. Demonstrated transferable knowledge and skills

Demonstrated goal- or task-specific knowledge and skills

Goal- or task-specific knowledge and skills represent expertise that comes from learning and experience. When you have demonstrated goal- or task-specific knowledge and skills, you

- ☐ Understand what the goal requires (what)
- ☐ Can describe what a good job looks like (what)
- ☐ Have successfully done the goal or task before (what)
- ☐ Can show examples of work (what)
- ☐ Can describe how to achieve the goal (how)
- ☐ Know how long it takes to achieve the goal (how)
- ☐ Could teach someone how to do this goal or task (how)

Demonstrated transferable knowledge and skills

Transferable knowledge and skills are generic skills that can be used in many situations, on different goals. Examples of transferable knowledge and skills are

- | | |
|---|--|
| <input type="checkbox"/> Company knowledge | <input type="checkbox"/> Culture knowledge |
| <input type="checkbox"/> Networking skills | <input type="checkbox"/> Interpersonal skills |
| <input type="checkbox"/> Technology skills | <input type="checkbox"/> Influencing skills |
| <input type="checkbox"/> Planning skills | <input type="checkbox"/> Project-management skills |
| <input type="checkbox"/> Time-management skills | <input type="checkbox"/> Problem-solving skills |
| <input type="checkbox"/> _____ | <input type="checkbox"/> _____ |

Diagnosing Commitment

Commitment is your

1. Motivation to perform the goal or task
2. Confidence to perform the goal or task

Motivation

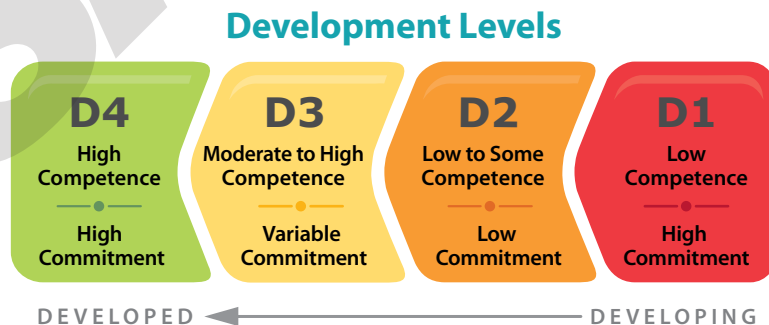
Motivation is the quality of your interest in and enthusiasm for the goal or task. If you are motivated, you are

- ☐ Energized about the goal
- ☐ Focused on the goal
- ☐ Positive about the goal
- ☐ Passionate about the goal

Confidence

Confidence is your feeling of being able to achieve a goal or perform a task well without a lot of direction or support from your leader. If you are confident on a goal or task, you are

- ☐ Self-assured
- ☐ Independent
- ☐ Self-reliant
- ☐ Willing to initiate



Which Leadership Style Are You Receiving?

S3

Supporting

Let's Talk; D3 Decides

The Leader ...

1. Asks D3 for input about what and how
2. Listens and encourages
3. Facilitates problem solving by asking open-ended questions

S2

Coaching

Let's Talk; Leader Decides

The Leader ...

1. Explores concerns and encourages
2. Explains why
3. Redirects and reteaches
4. Involves in problem solving

S4

Delegating

D4 Decides

The Leader ...

1. Acknowledges expertise
2. Supports autonomy
3. Invites innovation and ongoing learning

S1

Directing

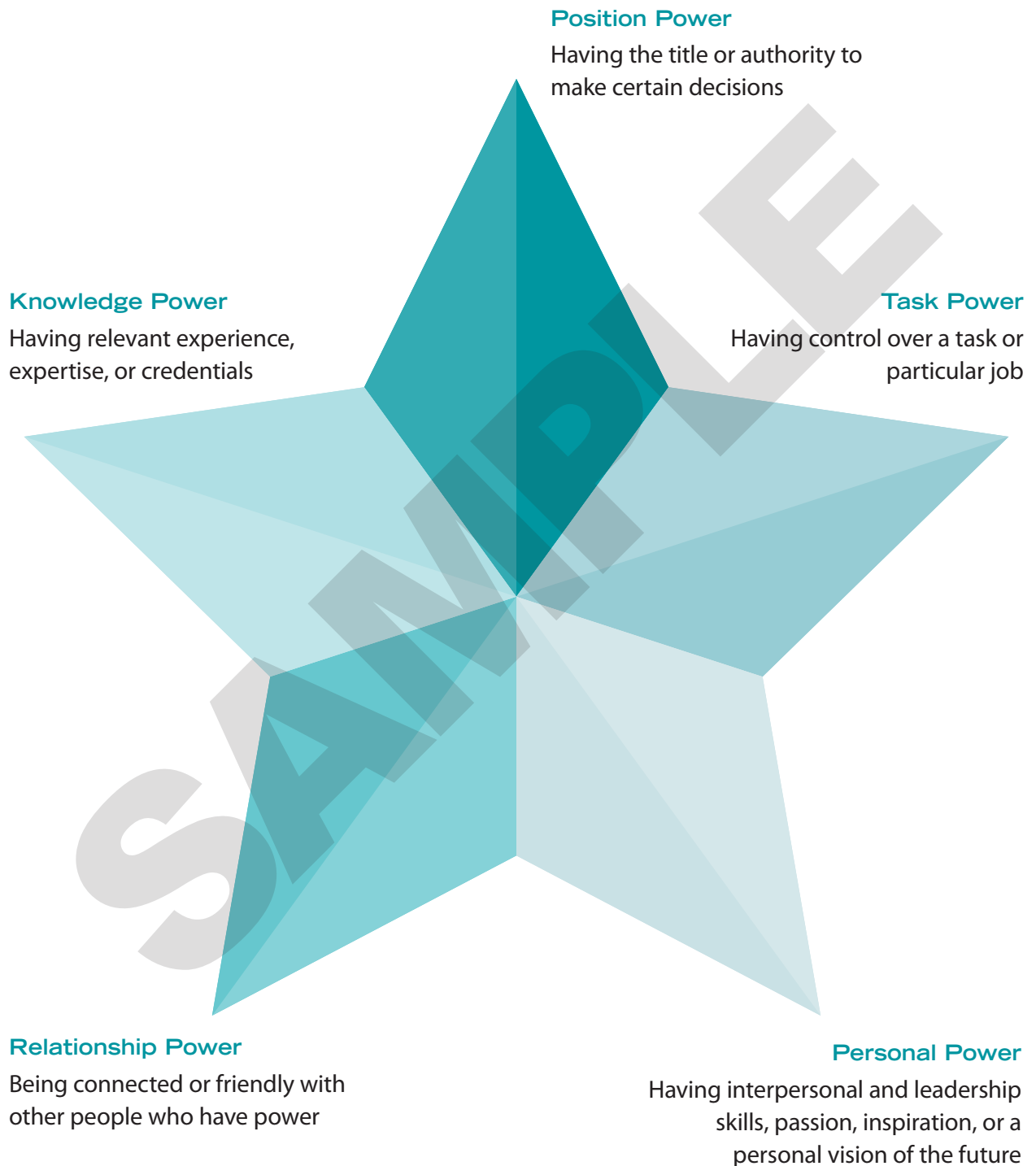
Leader Decides

The Leader ...

1. Acknowledges transferable skills and/or commitment
2. Gives direction about what, how, and when
3. Checks in frequently

*A leader is **anyone** who can **give** you the **direction** or **support** you need*

Five Points of Power



Activate My Points of Power



1. How do I feel about my Points of Power chart? What strikes me about it? What do I notice?

2. Do I have any assumed constraints that become apparent as I consider my Points of Power chart?

3. What are the implications of my Points of Power chart? How can I activate my Points of Power?

Not realizing your own **power** could be your greatest assumed constraint.

Activate your **Points of Power** to do more good—for yourself and for others.



Maria's D3 Conversation



1. What did you notice about Maria in the video? What did she do?

2. How did George respond? What did he do?

Go beyond **problem spotting**
to **problem solving**

D3 Conversations—What If?

This Self Leader is meeting to get support from a coworker.

Self Leader

I need your support. I've been assigned a goal to improve our accounts receivable collections by ten percent over the next six months. It's taken me six weeks to figure out how the system works, evaluate problems, and come to an idea of how to fix it. Even though I think my idea will work, I'm hesitant to propose it. You've worked with the CFO for years. Am I worried about nothing?

Coworker

You want my advice? Just do it. If it works, you win. If it doesn't work? Well, you know the old saying, "It's easier to ask for forgiveness than to ask for permission."

Self Leader's Options

As the Self Leader, what might you do to build your own confidence and motivation to sell your solution to your manager? (Hint: engage in proactive problem solving)

Next Steps

Your MASTER Assignments

1. Use the [Perceptions of Self Leadership Interpretation Guide](#) to incorporate your manager's responses and interpret the results.

2. Use the [One on One Worksheet](#) to plan for a One on One Conversation with your manager.

3. Schedule and conduct a [One on One Conversation](#) with your manager within the next two weeks.
