



THE BUSINESS LEADERSHIP ACADEMY

Personal Leadership

- Become a Splendid Propostion in
Business and Life!

Pre-Work

Personal Leadership

Thank you very much for participating in “**Personal Leadership**”. Your support is indeed appreciated!

To start with the end – how do you measure your life?

Which KPI’s represent happiness, quality of life or success to you?

Results from the world’s longest adult study “*What keeps us happy and healthy as we go through life?*” conclude that strong relationships to family, friends, colleagues and community are the key to a good life.

Let’s test that in business by asking “What can you achieve, innovate, change or build on weak relationships?”

Another question we will touch on: Whose life are you really living?

“Mine” is most people’s intuitive answer, and they may well be right - until you start thinking...

“**Personal Leadership**” will be 4 days of asking you to reflect on the direction you are taking in life, what you stand for, where you come from, what you like to do, who your friends are, what you intend to do for others – all in the name of searching for; is there potentially a better version of you - can you become a better proposition in business and life!

Life is one long journey of learning – and “**Personal Leadership**” may be just about become one of the most rewarding learning sessions you will have attended.

“**Personal Leadership**” aims to live long by:

- a. Extending the period of training from 4 days to 9 months with exercises, peer-mentoring
- b. Use of KPI’s and points of measurements for reflection, learning and improvements
- c. Accelerating growth and maturity by offering coaching

“**Personal Leadership**” is your training. You decide the outcome by your energy, attention, collaboration and sharing - just as you should expect quality contribution from your co-participants – so come and prove that there is a better version to you!

Thank you very much again – I shall see you soon -

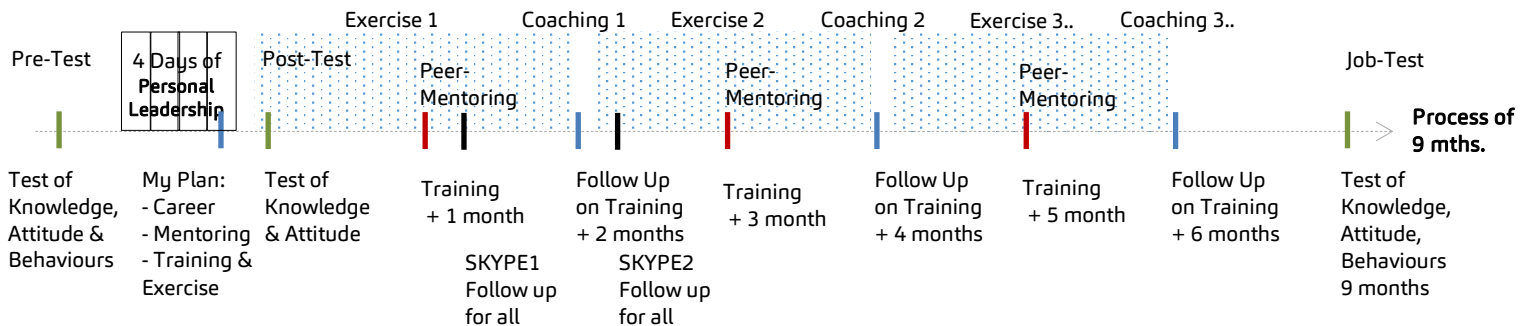
The Very Best From,

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Program and Process

Timing	Day 1	Day 2	Day 3	Day 4
Open: 9:00AM	Welcome, Introduction, Expectations, OKR's for Day 1	Learning Day 1 OKR for Day 2	Learning Day 2 OKRs for Day 3	Learning Day 3 OKRs for Day 4
	What You Think Becomes Reality	Designing Performance	35 Things I Love to Do...	Review of Evening Group Work
	Organizations – Purpose, Power and People	Personality Test	What Makes Elon Musk?	An Even Wider Perspective of Myself
		My Strengths/ Motivating Myself	Life Balance	Learnings Day 1-4 10 Things Learned
Lunch: 12:30-1:15PM				
Closing: 6:00PM	Leadership, Management	What is Talent – Spot a Talent!	What Is My People Strategy?	What Is Performance in Life?
	The Future of Leading	My Core Leadership Vision and Values	What Am I Going to Do for Others?	Putting Learning into Practise
	Return on Character	Living Life at The Utmost	My Work Strengths	Mentoring/ Coaching
	OKR Review for Day 1	OKR Review for Day 2	“Dear William”	OKR Review Day 4 Closing 4PM
Homework	Designing Performance	35 Things I Love to Do in Life	Evening Group Work	

All-in Concept – Training & Mentoring



Personal Leadership

Pre-work:

Collectively, the preparation consists of:

1. Two tests:
 - a. PTP – approx. 30 minutes
 - b. Ease – approx. 10-20 minutes
2. Videos: 4t 2min (before optionals)
3. Readings: 224 pages (before optionals)
4. Notes to be prepared for various parts of the training

Please be aware that you will be receiving all articles – and optional articles – at the training in the manual “Book of Articles” – therefore please consider on if you need to print them on beforehand.

Ahead of the Training:

You will receive two links for on-line tests:

1. People-Test-People (PTP) is a personality test from company People Test System to arrive latest 7 days from signing up for the training.
(Please expect about 30 minutes to conclude).
Results will be handed out at the training and discussed.
 - a. For PC-users, the test will only run in Microsoft Internet Explorer 10 or newer and requires installation of Microsoft Silverlight
 - b. For Mac-users, please use Safari.
 - c. The test works neither on tablets nor smartphones.
2. Ease is a test of knowledge, attitude and behaviour from company Peopleway.
The test will arrive 7 days prior to the training.
(Please expect about 10-20 minutes to concluded).

Please ensure to check for the email links, also in your filtered email-boxes.

Day 1:

Welcome, Introduction, Expectations, OKR's Day 1:

Introduction:

1. Please study:
 - a. "Four Fundamentals of Workplace Automation"
<http://www.mckinsey.com/business-functions/digital-mckinsey/our-insights/four-fundamentals-of-workplace-automation>
 - b. "Current Challenges in Leadership and Corporations" – Jeffrey Pfeffer
<https://www.businessthink.unsw.edu.au/Pages/Trouble-at-work-Jeffrey-Pfeffer-on-fixing-leadership-failure.aspx> (10:53min)
 - c. "The 40% Rule"
<http://thehustle.co/40-percent-rule-navy-seal-secret-mental-toughness>
(Please make sure to watch interview in the video at the bottom of the article)
(4:11min) – Jesse Itzler
 - d. "Secrets of Life" – Steve Jobs
<https://www.youtube.com/watch?v=tFf-z84bYQ> (1:42min)
2. Please prepare a short introduction of yourself, including:
Name, company, area of responsibility, age, brief family situation, hobbies? – and, one unique feature about yourself you are proud of.
3. For this training – please articulate (1-)2 objectives, each with 2-4 key results you want to achieve.
You may want to synchronize your objectives with your boss, your family or friends as you deem necessary. Please study:
 - a. <https://www.geckoboard.com/blog/okrs-objectives-and-key-results/>

Do consider encompassing goals for the near term, ie now-6 months, and for the long/medium term, ie stretching 6-12-24 months out.

Objective 1:

Key results:

- a. _____
- b. _____
- c. _____
- d. _____

Objective 2:

Key results:

- a. _____
- b. _____
- c. _____
- d. _____

What You Think Becomes Reality:

1. Please study:

- a. "Growth Mindset vs. Fixed Mindset"
https://www.youtube.com/watch?v=KUWn_TJTrnU&t=60s (5:03min)
- b. "What Having a 'Growth Mindset' Actually Means"
<http://thebusinessleadership.academy/wp-content/uploads/2017/03/What-Having-a-Growth-Mindset-Means.pdf>
- c. "Change Your Mindset, Change the Game" – Alia Crum
<https://www.youtube.com/watch?v=0tqq66zwa7g> (18:20min)
- d. "The Power of Grit and Perseverance" – Angela Duckworth
https://www.ted.com/talks/angela_lee_duckworth_grit_the_power_of_passion_and_perseverance#t-163532 (6:12min)

Optional:

- e. "Bulletproof Mind: 6 Secrets of Mental Toughness From the Navy SEALs"
<http://observer.com/2016/11/bulletproof-mind-6-secrets-of-mental-toughness-from-the-navy-seals/>
- f. "Why You should Have Your Own Black Box" – Matthew Syed
<https://www.youtube.com/watch?v=MmVCYqs3mko> (15:33min)

Organizations – Purpose, Power and People:

1. Purpose:

- a. Please consider; what is the purpose of a company?

2. Power:

- a. Please search the web to understand power in general. You may want to use key words but be not limited to: Power in leadership, power in organizations, the role of power, organization dynamics, influencing others, power corrupts ...
- b. Please also define 5 types of power: Coercive, legitimate, reward, referent and expert
- c. You may find initial inspiration from:
 - i. "Power: Why Some People Have It and Others Don't" - Jeffrey Pfeffer
https://youtu.be/0eFln_mdXGY (8:10min)

- ii. "Leadership & Power" - David Henderson
<https://www.youtube.com/watch?v=OcsVydgfV2Y> (5:55min)

Optional:

- iii. "Power in Organizations" – Jeffrey Pfeffer
https://youtu.be/1pYUQQ_HeBk (29:05min)

3. People:

- a. Please read "The Surprising Economics of a 'People Business'"
<http://thebusinessleadership.academy/wp-content/uploads/2017/03/The-Surprising-Economics-of-a-People-Business.pdf>

Optional

- b. IF – and only IF - you have access to the relevant data – for your company, team or division calculate economic profit per employee (EPP), i.e:
Sales/ revenue
- Supplier costs (incl outsourced activities)/ operating costs
- Capital costs (incl depreciations, and capital charge to cover the costs of debts and equity)
= Employees productivity
- Employee costs
= Profit for your employees – to be divided by number of employees involved to obtain =
= economic profit per employee (EPP)
- c. If you can please calculate EPP for 3-5 years running with 2017 as index 100

Leadership and Management:

- 1. Please identify minimum 15 traits/ behaviours/ functions of respectively management and leadership. You may find inspiration from these articles:
 - a. "What Leaders Really Do"
<http://thebusinessleadership.academy/wp-content/uploads/2016/10/What-Leaders-Really-Do-John-P-Kotter.pdf> (You can skip the examples of Eastman Kodak, American Express etc..)
 - b. "What's the Difference Between Leadership and Management?"
<https://www.simplilearn.com/leadership-vs-management-difference-article>
 - c. "Management Is (Still) Not Leadership"
<http://thebusinessleadership.academy/wp-content/uploads/2017/03/Management-Is-Still-Not-Leadership.pdf>
 - d. "Googles Quest to Build a Better Boss"
<http://www.nytimes.com/2011/03/13/business/13hire.htm>

Followership

1. What is followership? Please study
 - a. "Followership: How to Act the Other 98% of the Time, When We Aren't Leading"
<http://www.tomorrowtodayglobal.com/2014/05/08/followership-how-to-act-the-other-98-of-the-time-when-we-arent-leading/>
 - b. "5 Ways Being A Good Follower Makes You A Better Leader"
<https://www.fastcompany.com/3029840/5-ways-being-a-good-follower-makes-you-a-better-leader>
 - c. "The F-word You Need More of at Work - or Get Fired"
<https://uwaterloo.ca/news/news/f-word-you-need-more-work-or-get-fired>
 - d. "Followership is Underrated and Misunderstood" – Michael Gook
<https://www.youtube.com/watch?v=KM2XM7kRKgQ> (6:00min)

Optional:

- e. "Followership" – Colin James (Please be aware of humor and language!)
<https://www.youtube.com/watch?v=-jolUVjrlXs> (18:35min)
2. In your opinion, what must we better understand and learn about followership?

The Future of Leading:

1. Please read:
 - a. "The Future of Management is Teal"
<http://www.strategy-business.com/article/00344?gko=10921>
 - b. "Holacracy: A Radical New Approach to Management" – Brian Robertson
<https://www.youtube.com/watch?v=tjxfjGo-vkl> (18:20min)
 - c. "First, Let's Fire All the Managers"
<http://thebusinessleadership.academy/wp-content/uploads/2016/10/First-Lets-Fire-All-the-Managers-Gary-Hamel.pdf>

Optional:

- d. Reinventing the Technology of Human Accomplishment") – Gary Hamel
<https://www.youtube.com/watch?v=aodjgkv65MM> (Only the first 4:04min)
 - e. "The Pathologies of Management 1.0" (15:14min) - Gary Hamel
<https://www.youtube.com/watch?v=TQUbxAyGsH0>
2. Please be ready to discuss the difference between 'traditional' and 'teal' companies when it comes to:
 - a. Organizational structures/ hierarchy, roles, scope of work, authority, modus of operandi/operations, rules/ politics, culture, consequence/ reward systems (remunerations, promotions, performance reviews)
 - b. What are the requirements/ implications of being managers and employees in teal companies? What can/ should/ must 'traditional' companies learn from 'teal' companies?
 - c. What inspires you with 'teal' companies?

Return on Character:

1. Please read this article and explain the subjects on hand:
 - a. "ROC and the Path Towards Leadership"
<http://thebusinessleadership.academy/return-on-character-excert/>
2. Please explain how the "Virtuoso" and "Self-focused" CEO's operate? What are the opportunities and liabilities respectively?

Optional:

3. Please view:
 - a. "Why Credibility Is the Foundation of Leadership" – Barry Posner
<https://www.youtube.com/watch?v=QmMcSBQvQLQ> (8:43min)

Day 2:

Personality test:

1. You will receive a link from People Test System for the personality test People-Test-People (PTP)
2. Please study:
 - a. "We Are Not Very Self-Aware – Especially at Work"
<http://thebusinessleadership.academy/wp-content/uploads/2016/10/Research-We-Are-Not-Very-Self-Aware-Especially-at-Work-Erich-Dierdorff-and-Robert-Rubin.pdf>
 - b. "How Leaders Become Self-Aware"
<http://thebusinessleadership.academy/wp-content/uploads/2017/03/How-Leaders-Become-Self-Aware.pdf>
 - c. Emotional Intelligences
<https://www.youtube.com/watch?v=n6MRsGwyMuQ&t=20s> (7:28min)

Optional:

- d. "Emotional Intelligence" – Daniel Goleman
<https://youtu.be/ZsdqBC1tHTA> (26:36min)
- e. "Why Self-Awareness is the Secret Weapon for Habit Change"
<http://99u.com/articles/30437/its-all-our-fault-self-awareness-as-a-secret-weapon-for-habit-change>

My Strengths/ Motivating Myself:

1. Please read:
 - a. "How to Overcome Resistance to Change"
<https://exploringyourmind.com/overcome-resistance-change/>
2. Please study one of each within each of these subjects – so an either/ or - or both:

Change:

- a. Micro Class: The Tools: Bring It On!
https://www.youtube.com/watch?v=L0E2Z1_uGB0 (First 3:46min), AND
- b. "The Tool"
<http://thebusinessleadership.academy/the-tools/>

Motivation:

- b. "Why We Do What We Do"
<https://www.youtube.com/watch?v=sPBij9hlu6A> (11:38)
- c. "The Motivation Manifesto"
<http://thebusinessleadership.academy/the-motivation-manifesto/>
- d. Rethinking Positive Thinking
<https://www.youtube.com/watch?v=fNdKcie38os> (13:53min)

Habits:

- e. "The Power of Habits"
https://www.youtube.com/watch?v=C_snM4r5EQs (10:03min) - AND!
- f. "Quick How to on Habits - 100% on ONE Keystone Daily Micro Habit"
<https://www.youtube.com/watch?v=IKz66PmoF74> (3:29min)
- g. "Superhuman by Habits"
<http://thebusinessleadership.academy/superhuman-by-habit/>

Learning:

- h. "How We Learn"
<https://www.youtube.com/watch?v=DIAc3kKSAds> (12:02min)
- i. "Make It Stick"
<http://thebusinessleadership.academy/make-it-stick/>

Procrastination:

- j. Solving the Procrastination Puzzle 1 (12:40min)
<https://www.youtube.com/watch?v=jW0ltF7ZcMw>
- k. The Procrastination Equation
<http://thebusinessleadership.academy/the-procrastination-equation/>

Optional:

- l. "Why the Problem with Learning is Unlearning"
<http://thebusinessleadership.academy/wp-content/uploads/2017/03/Why-the-Problem-with-Learning-is-Unlearning.pdf>

Talent:

1. What does it take to become 'world champion'? For inspiration, please study:
 - a. "The Making of an Expert"
<http://thebusinessleadership.academy/wp-content/uploads/2017/03/The-Making-of-an-Expert.pdf>

- b. "Sir Dave Brailsford - CORE Principle and Marginal Gains"
<https://www.youtube.com/watch?v=THNBIQenywc> (11:33min)
- c. "Grit"
<https://www.youtube.com/watch?v=TF4fUK5KQ0o> (19:01)

Optional:

- d. "Peak",
<https://www.youtube.com/watch?v=uoUHLZP094Q> (7:35min)
- e. "How 1% Performance Improvements Led to Olympic Goals"
<http://thebusinessleadership.academy/wp-content/uploads/2017/03/How-1-Performance-Improvement-Led-to-Olympic-Gold.pdf>

Spot a Talent?

- 2. How do you spot talents? Please read:
 - a. "7 Ways to Identify Leaders Among Your Employees"
<https://www.fastcompany.com/3044953/7-ways-to-identify-leaders-among-your-employees>
- 3. Which human character traits/ skills would you want to emphasize in promoting talents?

My Leadership Vision

- 1. What we are looking for is a 'statement' of 5-10 lines, possibly in 2-3 brief chapters.
 - a. Some principles:
 - i. Your vision represents your view of leadership
 - ii. It becomes a 'system of principles'
 - iii. There is no right or wrong, it's yours, and its personal
 - iv. You want to highlight what you want to stand for, and what you refuse to compromise from
 - b. Some ideas:
 - i. You may find inspiration from an admirable leader, be it from; business, your spare time, your education
 - a. What traits make him/her, stand out?
 - b. What have they done or are doing to be an admirable, respected leader?
 - c. What type of working relationships have they built?
 - d. What are their exceptional leadership attributes and imperfections?
 - ii. Define your theory, attitude, principles, and behaviour – examples
 - a. Theory:
 - "I believe open, respectful collaboration can solve any problem"
 - "I believe excuses and rationalizations are just being lazy"

- b Attitude
 - *“My thoughts will focus on what is possible even when things seem impossible”*
 - *“My words will try to encourage everyone to do their best and spark a laugh when appropriate”*
 - c Principles:
 - *“I will lead by always trying to do my best in whatever I do”*
 - *“I will lead with empathy – listening attentively, seeking to understand, and leveraging the experience and talents of others fully”*
 - d Behaviors:
 - *“I expect to respond rather than react in challenging situations”*
 - *“I expect to focus on the process to understand and change in challenging situations”*
2. Please check examples in:
- a. <http://www.academyleadership.com/downloads/Leadership-Philosophy-Samples-5.pdf>
They are rather advanced, so remember, **less will do.**

My Leadership Values

1. Please study:
 - a. “Who are you? Unleashing your Core Values” – Jennifer Jones
<https://www.youtube.com/watch?v=c1invnTgDgY> (16:51min)
 - b. “Value-Based Leadership”
<http://www.au.af.mil/au/awc/awcgate/dau/rue-ja.pdf>
2. Define your personal core leadership values – what do they stand for and how will you measure yourself today (1-10, 10 being highest), and what is your aim for the future – and how will you do it?
3. Please be ready to discuss your findings in groups, ie meaning, quality and possible upgrades

“50 Things I Love to Do”

1. For your inspiration to “50 things I love to do” please review
 - a. “50 Things I Love to Do”
<https://onceuponatruth.wordpress.com/2012/09/03/50-things-i-love-to-do/>
 - b. “Make a List of 50 Things You Like to Do”
<http://www.rookiemoms.com/make-a-list-of-50-things-you-like-to-do/>

Day 3:

Choosing Your Perspective:

1. For your inspiration please study:
 - a. “Man’s Search for Meaning”
<http://thebusinessleadership.academy/wp-content/uploads/2017/03/Man-Search-for-Meaning.pdf>
 - b. “How to Deal with Failure” – Jocko Willink
<https://www.youtube.com/watch?v=6fUPH-035cE> (4:07min)
 - c. “How to Always Be in Control of Your Anger” – Jocko Willink
<https://www.youtube.com/watch?v=F22ZvJR2mss> (3:47min)

What Makes Elon Musk?:

1. Please read:
 - a. “Meet Tech Billionaire and Real Life Iron Man Elon Musk”
<http://www.telegraph.co.uk/technology/news/10544247/Meet-tech-billionaire-and-real-life-Iron-Man-Elon-Musk.html>
2. Please consider/ look for signs of what might be Elon Musk’s:
 - a. Purpose – what gets him up in the morning?
 - b. Personal values?
 - c. Self-discipline – how does it show?
 - d. Reputation – what does he want written on his tomb stone?
 - e. Impact team – who helps him in achieving his results?

Work-Life Balance:

1. In preparation for this session please read:
 - a. “Great Performers Make Their Personal Lives a Priority”
<http://thebusinessleadership.academy/wp-content/uploads/2017/03/Great-Performers-Make-Their-Personal-Lives-a-Priority.pdf>
 - b. “Work-Life Balance” Isn’t the Point”
<http://thebusinessleadership.academy/wp-content/uploads/2017/03/Work-Life-Balance-Isn’t-the-Point.pdf>
- Optional:
- c. “Manage Your Work, Manage Your Life”
<http://thebusinessleadership.academy/wp-content/uploads/2017/03/Manage-Your-Work-Manage-Your-Life.pdf>

What Is My People Strategy?

1. For this session please read/ watch:
 - a. "Enrich your social capital with the right networks" - Martin Gargiulo
<http://knowledge.insead.edu/leadership-organisations/enrich-your-social-capital-with-the-right-networks-1544> (17:11min)
 - b. "Start Networking With People Outside Your Industry"
<http://thebusinessleadership.academy/wp-content/uploads/2017/03/Start-Networking-Outside-Your-Industry.pdf>
 - c. "The Hidden Influence of Social Networks" – Nicholas Christakis
http://www.ted.com/talks/nicholas_christakis_the_hidden_influence_of_social_networks#t-772906 (18:06min)

Optional:

- d. "Everyones Network Should Provide Two Things"
<http://thebusinessleadership.academy/wp-content/uploads/2017/03/Everyones-Network-Should-Provide-Two-Things.pdf>

What am I Going to Do for Others?

Martin Luther King Jr. stated; "Life's most persistent and urgent question is: 'What are you doing for others?'" .

1. Now, the question comes to you – "What are you going to do for others as a leader?"
These articles come from different walks of life and can act as inspiration for you in defining what you are going to do for others. Please read/ watch:
 - a. <https://www.youtube.com/watch?v=zl-jqloAxEw> (7:33min)
 - b. <http://wsimag.com/wellness/20437-what-are-you-doing-for-others>
 - c. <http://anunslife.org/blogs/nun-talk/what-are-you-doing-for-others>
 - d. <http://www.positivelypresent.com/2016/01/what-are-you-doing-for-others.html>
2. You may want to consider:
 - a. For whom should I
 - b. Why should I
 - c. How should I?
 - d. With what should I?
 - e. Is time a factor? Is there differences to short, medium and long term actions.

Day 4:

An Even Wider Perspective of Myself:

1. In preparation for this session please read/ watch:
 - a. "Three Tips for Overcoming Your Blind Spots"
<http://thebusinessleadership.academy/wp-content/uploads/2017/03/Three-Tips-to-Overcoming-Your-Blindspots-1.pdf>
 - b. "Expose Your Company's Blind Spots"
<http://thebusinessleadership.academy/wp-content/uploads/2017/03/Expose-Your-Companys-Blind-Spots.pdf>
 - c. "Experience Can Create Blind Spots" – Liz Wiseman
<http://ecorner.stanford.edu/videos/3380/Experience-Can-Crete-Blind-Spots> 3:16min

What Is Performance in Life?

1. For this session, please study:
 - a. "The Surprising Science of Happiness" – Dan Gilbert
https://www.ted.com/talks/dan_gilbert_asks_why_are_we_happy#t-620217
(21:04min)
 - b. "What Makes a Good life? The Longest Study on Happiness" – Robert Waldinger
https://www.ted.com/talks/robert_waldinger_what_makes_a_good_life_lessons_from_the_longest_study_on_happiness (12:47min)
 - c. "The How of Happiness"
<http://thebusinessleadership.academy/wp-content/uploads/2017/03/The-How-of-Happiness.pdf>
 - d. "KPIs for your life"
<http://theconversation.com/kpis-for-your-life-33078>
 - e. "What Are You Measuring in Your Life?"
<http://jamesclear.com/measuring>
 - Optional
 - f. "Circle of Competence"
<http://www.businessinsider.com/the-circle-of-competence-theory-2013-12?r=US&IR=T&IR=T>
 - g. "The Myths of Happiness"
<http://thebusinessleadership.academy/wp-content/uploads/2017/03/The-Myths-of-Happiness.pdf>

Needless to say, the pre-work is considerable, so please start early and offer it your best efforts so you are ready to offer quality input to debates.

Please enjoy the pre-work and please don't hesitate to contact me should you have any questions.

Very best from,

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LEADERSHIP ACADEMY