



# THE BUSINESS LEADERSHIP ACADEMY

## Personal Leadership

- Being A Great Proposition  
in Business and Life!

Strive for Team and Personal Excellence

Pre-Work

\* \* \*

## Personal Leadership

Thank you very much for participating in “Personal Leadership”.

Your support is indeed appreciated!

You are a seasoned professional, a clever operator and an experienced leader.  
Your organisation treasure your performance – so does your team!

*So why should you be here?*

The drive that encourages you to participate is one of the reason for your success.  
You know that standing still is the road to expiry.

Curiosity is another reason. You are sufficiently humble to acknowledge the need for continuous learning and to add to your already impressive archive of knowledge. It's a statement of your self-awareness that more is to come from you - it's finetuning of a rich set of capabilities.

And here is a catch - learning is not implementation, and implementation doesn't equal success.  
So, what are you aiming to achieve personally, and on behalf of your team?

Leadership is a discipline everyone can learn, yet not everyone can leverage the learning to create successful followers. How are you skilled? – how do you *deserve to have followers*?

Brilliant business leaders and successful entrepreneurs comes into themselves in their mid 30' – 40's, ie you are still well within scope to achieve greatness. So, which dent in the universe can you make?

“Personal Leadership” asks you to make an impact. Go home and implement. Deliver a 10-fold your of knowledge. Offer return on time and investment for yourself, your team and your organization.

Make your colleagues people other companies want to hire. Turn your team into a competitive force in the industry – an A-team spoken of with admiration. Make your company a place people want to work for and not to leave.

Yes, and for you to become someone admired. A leader people seek out to work for. Institute impeccable leadership operations, make success a design and not a co-incidence and offer challenges to die for. You will meet Garry O. Ridge, CEO of WD40 – a company with +95% employee engagement – whose secret is constantly to design learning journeys for every employee. Are you such a leader?

I know you have the intentions to make that difference – my basic question is; do you have the courage to make the right decisions? Let's do that together at “Personal Leadership”.

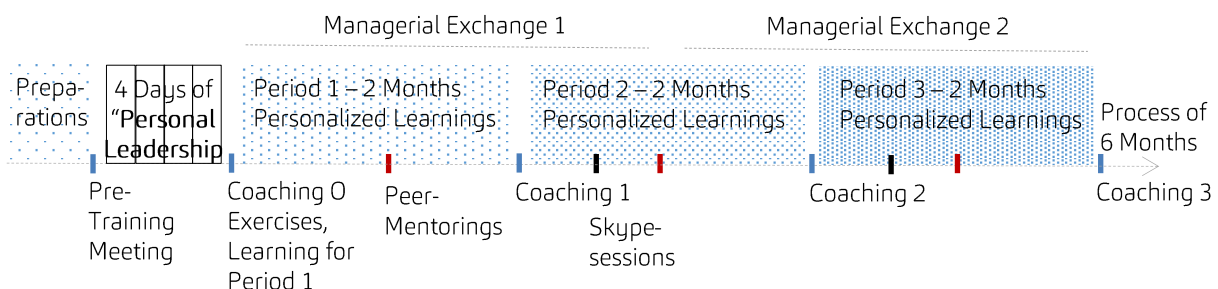
Thank you very much again -

The Very Best,

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## Program & Process

Timing	Day 1	Day 2	Day 3	Day 4
Open: 9:00AM	Welcome, Introduction, Expectations, OKR's Day 1	Learning Day 1 OKR's Day 2	Learning Day 2 OKR's Day 3	Learning Day 3 OKR's Day 4
	Organizations – The Winning Edge; People & Collective Intelligence	World Class Teams; Leave The Ego By the Door	40 Things I Love in Life	Review of Evening Work
	Leadership/ Management - Learning From the Future of Leading	Being Middle Management – Use Your Authority Right	Return on Your Thinking and Character  Life Balance	Look In the Right Direction  A Future of Excellence
Lunch: 12:30-1:15PM				
Closing: 6:00PM	World Class Teams - Codex; Collaboration, Process, Decisions	Personality Test; Review of My Strengths	Living Life at The Utmost	Performance in Life?
			Topping Out the Curve – What's Next?	Putting Learning into Practise
	Winning Individuals; Creating Performance	My Leadership Vision, Values, and Intend for Others?	I'm Excellent & "Dear William"	10 Things Learned
	OKR Review Day 1	OKR Review Day 2		OKR Review Day 4 & Closing 4PM
Homework/ Evening Work	My Story	Designing My Performances 1-3-5-10 Years // 40 Things I Love in Life	What Makes Me Awesome & OKR Review Day 3	



# Personal Leadership

## Pre-work:

Collectively, the preparation for “Personal Leadership” consists of:

1. Personality Test (PTP) – approx. 30 minutes
2. Videos:
  - 2.1. Standard: 6t 22min 30sek
  - 2.2. *Optional*: 2t 15min 28sek
3. Readings:
  - 3.1. The starting point is to read and watch all articles and videos. Every chapter has a “Inspiration”, and divides literature and videos into:
    - 3.1.1. [Standard article](#): 313 pages
    - 3.1.2. [Optional reading \(italic\)](#): 139 pages
  - 3.2. As a minimum please do read 1 (one) article or watch 1 (one) video to every subject
4. Notes to be prepared for various parts of the training - typically in the “**Work Book**”

Please be aware that you will be receiving all articles in the manual “Book of Articles” to be mailed or handed out prior the training – thus please consider on if you need to print them on beforehand.

## Ahead of the Training:

You are receiving:

1. This pre-work overview
2. Manuals will be mailed to you/ handed over in person
3. ~~People-Test-People~~ (PTP) is a personality analysis from company People Test System to arrive latest 10-14 days from signing up for the training. (Please expect about 30 minutes to conclude). Results will be handed out at the training and discussed.  
Please ensure to check for the email links, also in your filtered email-boxes.
4. It’s very much recommended that we meet in person or via video to discuss the process ahead, your obligations and expectations to contribution before, during and after the training. Upon receiving this note, please reach out to coordinate timing!

## Principles:

1. The focuses/audiences of “Personal Leadership” are:
  - 1.1. You as a leader and a human,
  - 1.2. Your team
  - 1.3. Your company  
– which means you are expected to involve as many as possible around you prior, after and along the process.
2. Your real return on investment rests with the ability to impact, move and develop people, team and culture.

## Day 1:

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

1. 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.
2. Please articulate two overall sets of objectives and key results for the training (Workbook page 7):
  - 2.1. 0-6 months (short term)
  - 2.2. 0-24 m months (long term)  
You may want to synchronize your Objectives + Key Results (OKRs) with your boss, your family or friends as you deem necessary.

### 1.2 Organizations – The Winning Edge

1. Please identify various types of purposes for a company
  - 1.1. How will each purpose impact the culture of the organization?
  - 1.2. How will you describe the alignment between purpose and culture in your organization?
2. How are finite vs infinite organisations different – please refer to Simon Sinek?
3. Please refer to illustration 1 and be ready to discuss the impact of people to a business
4. Please suggest examples of how employees are treated as a cost or an asset
  - 4.1. What are the enablers of “*People Are Our Greatest Asset*”?
  - 4.2. What happens when “*People Are Our Greatest Liability*” ?
5. Please explain collective intelligence
  - 5.1. How should the concept of collectively intelligence be implemented and operated to offer a winning edge?

Inspiration:

Purpose/ Culture:

- a. [What is the purpose of a business? Not sure? Consider this.](#)
- b. [The difference between culture and values](#)
- c. [Culture and Revolution](#) (29:12 min)
- d. [Be a Finite Player](#) – Simon Sinek – (10:30 min)

People and Money:

- e. [Intellectual Capital](#)
- f. [What if Companies Managed People as Carefully as They Manage Money](#)

Adaptability:

- g. [Why Competing for New Talent is a Mistake](#)
- h. [Your Workforce is More Adaptable Than You Think](#)

### 1.3 Leadership & Management

1. Please identify behaviours, functions and responsibilities for management and leadership split into levels of strategic, tactical and operational – 5-7 for each respectively.
2. For leaders and managers respectively – please consider:
  - 2.1. Which time horizon do they operate with?
  - 2.2. What is their appetite for growth – in % year-on-year?
  - 2.3. What is their willingness to take on risks?

- 2.4. How is power being exercised respectively by managers and leaders?
3. What would be your personal versions of definitions of either management and/or leadership

Inspiration:

- a. [What's the Difference Between Leadership and Management?](#)
- b. [Leadership Defined](#) (3:36 min)
  - aa. [Leadership vs. Management – Understanding the Differences](#)
5. Which economic scenario is your company in? Which type of leadership is required? Which type are you?
6. In your role - what is an optimal split between leadership and management?
7. In your organization what is the general split in your management ranks – and which culture does it foster?

Inspiration:

Maturity:

- c. [15 Signs Of Emotional Maturity](#)
- d. [Intelligence + Maturity = Better Leaders](#) (3:25 min)
8. How should management and leadership be distributed?
  - 8.1. Over-managed and under-led? Over-led and under-managed?
  - 8.2. Lead and managed in a balanced fashion? How may it impact your people strategy?

### 1.3.2 Learning From The Future of Leading

9. Based on “Let’s Fire All Managers” – please explain how self-management works
10. What can traditional hierarchical organizations learn from ‘teal organizations’ = flat structures
11. If employees from a self-managed organization were to be employed in a ‘traditional’ hierarchical organization – what would be pros and cons?

Inspiration:

- e. [First Let's Fire All the Managers](#)
  - aa. [Buurtzorg: Revolutionising Home Care in the Netherlands](#) (only via web)

### 1.3.3 Leading Future Generations

12. Please debate how the future generations will be impacting leadership in your organization?
13. How may you potentially need to position your leadership style differently?

Inspiration:

- f. [The Complete Guide to Who Is Generation Z \(Part 1\)](#) – Ryan Jenkins (4:43 min)
  - aa. [The Complete Guide to Who Is Generation Z \(Part 2\)](#) (5:44 min)
  - bb. [The Complete Guide to Who Is Generation Z \(Part 3\)](#) (5:27 min)
  - cc. [The Complete Guide to Who Is Generation Z \(Part 4\)](#) (4:41 min)
- g. [Making generational differences work: What empirical research reveals about leading millennials](#)
- h. [What Do Millennials Really Want at Work](#)

## 1.4 World Class Teams

1. Think a sports team – what makes an enduring successful sports team?
  - 1.1. Examples of labels/ characteristics
  - 1.2. Please pick the 6-8 most important ones and detail each – do's/ don'ts
2. Think of a business team – what makes it enduring great?
  - 2.1. Examples of labels/ characteristics
  - 2.2. Please pick the 6-8 most important ones and detail each – do's/ don'ts
3. Think of your current team – what are the characteristics of it?
  - 3.1. How will you rate each of the traits; strong, medium, weak?
  - 3.2. Which future state do you desire, including which traits do want to keep, upgrade, make obsolete – rate them!
  - 3.3. How would the assessment and rating look like if you asked your team?
4. On the basis of your analysis, please consider which actions may be required to bring the team to your desired state/ level

Inspiration:

Teams:

- a. [Is There a Science to Building Great Teams \(Or Is It Just Random?\)!](#)
- b. [How Google builds the perfect team](#) (2:22min)
- c. [What makes team smarter than another?](#) (8:37min)
- d. [The Best Teams Hold Themselves Accountable](#)
- e. ["+1 #245: On A Bad Team"](#) (first 3:17 min)
- f. [Build an A-Team](#) – Whitney Johnson (2:53 min)
  - aa. [Building an A Team - Whitney Johnson - Bregman Leadership Podcast](#) (23:48 min)

Decision Taking Process:

- g. [The decision-making process is a team sport](#)
  - aa. [Decision making in the age of urgency](#)

Collaboration:

- h. [Help Your Team Agree on How They'll Collaborate](#)
- i. [Cracking the Code of Sustained Collaboration](#)

### 1.4.1 Succession Planning

5. How great is your team - please evaluate and rate your team according to the 9-grade talent box
  - 5.1. Check first the instructions as per video (and text) in "Inspiration".
  - 5.2. Who is in play? How would you rate them, and why – what are your arguments for/ against?
    - 5.2.1. OPTIONAL – As a step-before you may want to rate them on an S-curve;
      - 5.2.1.1. **Blue** – steep learning, explicit potential, (new comers), expansive performance
      - 5.2.1.2. **Orange** - steady performance, acceptable speed of learning and performance
      - 5.2.1.3. **Red** - slow learning, status quo/ yesterdays performance
  - 5.3. Which insight does the exercise bring you about the team - and what will you do about it?

Inspiration:

Listen to the cognitive information (You can ignore the religious setting)

- j. [9 Box Development: Successor, Rock Star, and MVP](#) (2:39 min)
- k. [9 Box Development: Shareholder, Poser or Prodigy, and Tried and True](#) (3:11 min)

- l. [9 Box Development: Workhorse, In Limbo, and Problem Child](#) (2:35 min)
- m. Check also [Using Nine Boxing to Guide Organizational Succession Planning](#)

#### 1.4.2 Code of Conducts – Design vs Co-Incidence

- 1. Lets discuss design vs. co-incidence – how does standards emerge in your organization?
  - 1.1. In which areas may common rules, regulations, procedures, processes be due? Clue – how do you decide, collaborate, innovate...?
  - 1.2. Who decides on productivity in your organization? How is it done?
- 2. Please study “6 Thinking Hats” – what is the learning take-away?
  - 2.1. How may the concept aid you in reaching agreements in creating standards?

#### OPTIONAL - Inspiration:

Culture:

- n. [6 Easy Steps to Create a Company Culture Code](#)

Time:

- o. [Stop Playing the Victim with Your Time](#)

About productivity:

- p. [Great Companies Obsess Over Productivity, Not Efficiency](#)
- q. [9 Productivity Tips from People Who Write About Productivity](#)
- r. [Micro Class: 10% = 1 Month \(3:42min\)](#)

Time Management:

- s. [Time Management Techniques for Insanely Busy People](#)

On Meetings:

- t. [The economic impact of bad meetings](#)
- u. [How to run an effective meeting](#)

Delegation done right:

- v. [A personal approach to organizational time management](#)

Six Thinking Hats

- w. [Edward de Bono - discusses the Six Thinking Hats](#) (2:55 min)
- x. [How to Use the Six Thinking Hats Method for Problem Solving](#)
- y. [Turn a Good Idea Into a Great One With the 'Six Thinking Hats'](#) (5:28 min)

#### 1.5 Winning Individuals

- 1. We will detail behaviours/ work patterns of an agreed role and with that various scale of performance

Inspiration:

- a. [The digital future of work: What will automation change?](#) (7:30 min)
- b. [The digital future of work: What skills will be needed?](#) (5:29 min)
- c. [Grow Your People, Grow Your Business](#)
- d. [Let's kill leadership](#)



Upskilling:

- e. [Att's Talent Overhaul](#)

Reskilling:

- f. [Companies should help you retrain when you're automated out of a job](#)

Learning:

- g. [Making Learning a Part of Everyday Work](#)

Metrics for Learning:

- h. Please see the Work Book pages 66-67, and download here "[Personal Growth Metrics](#)"

[Performance & Learning Feedback](#):

- i. Please see example in the Work Book pages 94-96, and [download here](#)

Careers:

- j. [The 3 Questions Every Manager Struggles with Making Career Development Plans](#)

## 1.6 My Story

The name and purpose of this exercise is "My Story" – a speech where you invite the co-participants into your experiences, success and learning moments.

The exercise will run alike this:

1. One by one you present your story
  - 1.1. Co-participants observe for feedback and rating of content, style, genuinity, engagement and 'x-factor'.
  - 1.2. Upon completion each co-participant offers 1-2 minutes feedback
  - 1.3. The speaker can only accept, but not explain or comment on the feedback
  - 1.4. ...next speaker

Please prepare a 12-15 minutes speech.

The essence is to build trust inside the team of co-participants by offering an insight to who you are. Please tell the most significant (emotional) experiences of your life.

Content – you may choose to draw from:

Early life:

- a. Where you were born and under which circumstances did you grow up?
- b. In your formative years - what work did your parents do? How did/may it have influenced you?
- c. Your relationships at home – who did you look-up to, how did they impact you?
- d. Success and set-backs you experienced in school - primary, secondary, and high school, college and university – how did they mark you?
- e. Experiences that shaped or changed your life - your best advice received?

Business:

- f. Companies, bosses and colleagues – where and who have you worked with throughout your career? Pick one who made a particular impression on you, and why?

- g. Milestones and success – invite us into some of your best achievements/ moments and how they touched you?
- h. Dragging moments – how and where did you feel challenged/ dragged back – how did they impact you?
- i. Principles, values, commitments, convictions, preferences – where and how have they taken shape in your career?
- j. Heroes and personal development – who and how have people mattered to you and influence your development to this day?
- k. Transitions – have you moved companies, jobs or roles and how have it impacted you?
- l. Where did you thrive? Which environment and boss have impressed and satisfied you the most?
- m. Today - what makes you most happy, proud, annoyed – angry?
- n. What you still want to achieve in your professional life?

Private – in your mature years:

- o. What do you do for fun?
- p. Skills – what are you most proud of about yourself?
- q. Personal motto and ‘philosophy to life’? – what do you believe in?
- r. Regrets – do you have any, and why would do over again if you could?
- s. Aspirations – what do you still want to do and achieve in your private sphere?

Inspiration:

- a. [Whats Your Story](#)

Day 2:

### 2.3 Leave the Ego by the Door

In introducing the subject of discussion - please run your mind over the royal courts of Europe and ask yourself how the various branches of Royal families have administered position, wealth, entitlements – clue Prince Andrew = the Duke of York...

- 1. Please lets discuss ‘ego’ on varying level of the organization

Inspiration:

- a. [17 Sacrifices the Best Leaders Willingly Make for Their Team](#)
- b. [The Five Ego Traps Everybody Keeps Falling Into \(And How to Avoid Them\)](#)
- c. [The Paradox of the Ego](#) – PNTV (3:28 min)
- d. [Simon Sinek: What is Leadership?](#) (7:58 min)
- e. [What is the role of a leader?](#) – Jack Welch (4:44 min)

### 2.4 Middle Management – Use Your Role and Authority Right

- 1. From “The Leadership Pipeline” – concentrate on the roles of “leaders of others “ and “leaders of leaders” – what is a middle manager supposed to be doing?/ be aware of?/ exhibit in daily operation, ie what to start, stop (and continue) doing?

Inspiration:

- a. [The Leadership Pipeline](#)
- b. [Major Career Transitions](#) (8:51 min)

- c. [Navigating Through Leadership Transitions](#)
- d. [What it takes to be a great leader](#) - Roselinde Torres (9:19 min)
- e. [Simon Sinek: Why Leaders Eat Last](#) (4:18 min)

Power:

- f. [Power Play](#)
- g. [The Path to Power](#)

Followership:

- h. [The F-word You Need More of at Work - or Get Fired](#)

## 2.5 [The Multiplier of Yourself](#)

Please watch [The Hidden Influence of Social Network](#) (18:44 min) explaining how we are imbedded in multiple networks which impacts our lives and well-being. At least watch **the first 1min 15secs**.

(About a terminally ill woman → whose daughter is exhausted from caring for her → the daughter's husband is sick from wife's exhaustion → husband's friend is depressed from husband's sickness...)

Please be ready to debate:

1. How may the strengths or weakness/ blind spots in your behaviour impact your spheres and networks?
2. Have you ever considered how you may have 'moved in' in spirit at home of your colleagues?
  - 2.1. How are you spoken or thought about at the dinner table? One of happiness or concern?
  - 2.2. What do you think the 'quality of you' is worth in terms of engagement and productivity?
3. How may your presence be directly linked with the results of your company?
  - 3.1. Financial and non-financial metrics (employee engagement survey)
4. How does the customers experience the impact of your behaviour – and, how do they respond?

Inspiration:

Multipliers:

- a. [How the Best Leaders Make Everyone Smarter](#) (10:11 min)

Impact on others:

- b. [Best-Self Activation - Professor Dan Cable](#) (13:42min)
- c. [The Trickle-Down Effect of Good \(and Bad\) Leadership](#)

Leadership's Impact on Customers:

- d. [9 Leadership Behaviors That Drive Customer Loyalty](#)
- e. [The Key to Happy Customers? Happy Employees](#)

### 2.5.1 [Engagement](#)

5. What are the economic implications of engaged versus unengaged versus actively unengaged employees?
6. As a general rule of thumb how would you define behaviours and performances of the respective groups of employees – engaged, unengaged and actively unengaged?
7. What is the employee engagement in your organization?

8. How does the scores/ indication impact culture, moods, productivity, innovation, etc in your organization?

Inspiration:

- f. [Helping People Win At Work: WD-40 Tribal Leadership with Garry Ridge](#) (17:51 min)
- g. [What Drives Global Engagement](#) (4:54 min)
- h. [The Real Cost of Employee Disengagement](#)
- i. [Is Employee Engagement Over-Rated? Podcast with Patty McCord](#) – (Time 1:40 – 6:07 min)
- j. [Engaging Your Employees Is Good, but Don't Stop There](#)
- k. [How Managers Drive Results and Employee Engagements at the Same Time](#)

## 2.6 Personality Analysis

You will have received a link from People Test System for the personality analysis People-Test-People (PTP)

1. Which are the character traits necessary to succeed in your current role - and how do they match with your personality?
3. Research show that we are particular less self-aware at work – why is this?

Inspiration:

Personality:

- a. [Can You Change Your Personality?](#)
- b. [The Key to Lasting Behavioral Change: Think Goal, Not Tactic](#)

Self-awareness:

- c. [What Self-Awareness Really Is \(and How to Cultivate It\)](#)
- d. [Why do so many incompetent men become leaders?](#) (9:32 min)
- e. [Build Self-Awareness with Help from Your Team](#)
- f. [The Greatest Threat to Success and How to Avoid It](#) (4:23min)

## 2.7 What Does The Organization Say About Me – ‘Did I Do My Best..?’

In this exercise you will be asking 6-7 colleagues of ‘Did I Do My Best...?’ to various subjects.

The purpose is to obtain direct feedback to your operation as a manager and leader.

Please download and review the gross list of questions in [Leadership Questionnaire I & II](#) (also In appendix 1, page 92-93 of the Work Book)

You may **want to adjust the questions to your scenario**, however, please observe you are looking for a variety of feedback to as many topics as possible:

- Team/ functional results
- Management
- People development (strengthening of..)
- Leadership (nowhere to hide..)
- Relationships (stakeholder management)
- Growth and innovation
- Social responsibilities

- You for your employees
- You as an individual

We are looking for feedback before and after the training as in:

- Prior (a baseline)
- 4-6 months later – changes or development?

You would want to email the questionnaires I & II to:

- Your manager
- 1-2 peers
- 3-4 team members

Ask them to return the questionnaires and then conduct a brief follow up sessions to understand:

- Outliers (unusual results)
- General trends (especially if scores are low or high)

1. What are your learnings from feedback?
2. What can you use it to going forward?
3. What do you intend to do?
4. What will be a future yardstick to acknowledge that you achieve your intentions?

Inspiration:

- a. [4 Ways to Get Honest, Critical Feedback from Your Employees](#)
- b. [Top Ranked Leaders Know This Secret: Ask For Feedback](#)

## 2.8 My Leadership Vision

A personal leadership vision statement focuses on what you want to be (character) and to do (achievements and contributions) and on the principles upon which being and doing are based.

The statement becomes a personal constitution, potentially the basis for making major, life-directing decisions, the basis for making daily decisions in the midst of emotion and circumstances that affect our lives.

It may be written in a variety of ways. Some may choose lists, paragraphs, to poems. Because each individual is unique, a personal mission statement intends to reflect that uniqueness, both in content and form.

Once you have a sense of mission/vision, you have the essence of your own proactivity. You have the vision and values (next exercise) which direct your life. You have the direction from which you set your development goals. Most importantly, you have the power of a written constitution, against which every decision can be effectively measured.

What we are looking for is a 'statement' of 5-10 lines, possibly in 2-3 brief chapters or as individual lines.

1. Some principles:
  - 1.1. Your vision represents your view of leadership
  - 1.2. It becomes a 'system of principles'
  - 1.3. There is no right or wrong, it's yours, and its personal
  - 1.4. You want to highlight what you want to stand for, and what you refuse to compromise from

2. Some ideas:
  - 2.1. You may find inspiration from an admirable leader, be it from; business, your spare time, your education
    - 2.1.1. What traits make him/her, stand out?
    - 2.1.2. What have they done or are doing to be an admirable, respected leader?
    - 2.1.3. What type of working relationships have they built?
    - 2.1.4. What are their exceptional leadership attributes and imperfections?
3. Define your theory, attitude, principles, and behaviour – examples
  - 3.1. Theory:
    - I. *"I believe open, respectful collaboration can solve any problem"*
    - II. *"I believe excuses and rationalizations are just being lazy"*
  - 3.2. Attitude
    - III. *"My thoughts will focus on what is possible even when things seem impossible"*
    - IV. *"My words will try to encourage everyone to do their best and spark a laugh when appropriate"*
  - 3.3. Principles:
    - V. *"I will lead by always trying to do my best in whatever I do"*
    - VI. *"I will lead with empathy – listening attentively, seeking to understand, and leveraging the experience and talents of others fully"*
  - 3.4. Behaviours:
    - VII. *"I expect to respond rather than react in challenging situations"*
    - VIII. *"I expect to focus on the process to understand and change in challenging situations"*

Inspiration:

- a. [To Lead, You Need a Personal Leadership Philosophy. It's Not Optional Any More.](#)
- b. [Here's How to Write an Impressive Personal Mission Statement](#)
- c. [My Personal Leadership Statement](#)

## 2.9 My Leadership Values

1. Please define your personal core leadership values – what do they stand, what don't they stand for?
2. Which values would you be ready to break and why?
  - 2.1. What does that say about your values – and you?
3. How would you rate yourself on 'living my values' today – and what may be your trajectory over the coming years?

Inspiration:

- a. [How to Define Your Personal Values](#)

## 2.10 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?'" Now, the question comes to you – "What are you going to do for others as a leader?"

1. What can, should, could and ought you be doing for others – by design?
  - 1.1. What can be done at work to contribute outside your job description?
  - 1.2. What can you do outside work that can support, help or assist your family, local community, etc?
2. An intriguing angle to the question would be; what can you do when you have 'nothing'?

Inspiration:

- a. [How Serving Others Can Help Make You a Great Leader](#)
- b. [How to Get Ahead in Life - Givers, Takers and Matchers](#) - The New York Times (4:02 min)
  - aa. [In the Company of Givers and Takers](#)
  - bb. [Life's Great Question – Tom Rath – Book Review](#)
  - cc. [Purpose 2.0](#) (2:58 min)

Day 3:

### 3.2 40 Things I Love to Do!

Inspiration:

- a. [What Kind of Happiness Do People Value Most?](#)

### 3.3 Return On Your Character and Thinking

In this chapter we will debate the connection between how we perceive the world and into our actions, including where the aspirations to our behaviors derive from.

Inspiration:

Mindset:

- a. [Thinking Fast and Slow](#) – Daniel Kahneman - Book Review (9:08 min)
  - aa. [Daniel Kahneman: Thinking Fast vs. Thinking Slow](#) (6:35 min)
- b. [This One Brain Hack Backed By Science Will Change Your Life](#) (12:54 min)
- c. [Change Your Mindset, Change the Game](#) – Alia Crum (18:02 min)
- d. [How to Deal with Failure](#) - Jocko Willink (4:07)
- e. [Growth Mindset vs. Fixed Mindset](#) (5:03 min)
- f. [The Power of Passion and Perseverance](#) – Angela Duckworth (6:12 min)
- g. [The Willpower Instinct - Kelly McGonigal](#) – Book Review – See **Book of Articles**

Attitude/ Happiness:

- h. [Man's Search for Meaning – Victor Frankl](#) – Book Review – see **Book of Articles**
- i. [Barking Up the Wrong Tree](#) by Eric Barker (16:43 min)
- j. [Micro Class: The Big 7 of Happiness](#) - Neil Pasricha (6:01 min)
- k. [Learned Optimism – Martin Seligman](#) – Book Review – see **Book of Articles**
- l. [Happiness: What Your Mother Didn't Tell You](#) – Dan Gilbert (20:48 min)
- m. [The Myths of Happiness](#) - Sonja Lyubomirsky (first 15:14 min)

Character:

- n. [The Road to Character – David Brooks](#) - Book Review – see **Book of Articles**

### 3.4 Life Balance

This exercise examines the concept of life-work balance in the context of ethics and morale. Instructions will be given on the class for debate and reflection.

Inspiration:

- a. [Off Balance – Matthew Kelly](#) – Book Review – see **Book of Articles**

- b. [Manage Your Work Manage Your Life](#)
- c. [The Psychology Behind Unethical Behavior](#)
- d. [Moral Authority](#) (2:36 min)
- e. ['996' vs Work-Life Balance](#) (3:46 min)

### 3.5 [Living Life at the Utmost](#)

Inspiration:

- a. [Why We Do What We Do](#) by Edward Deci (11:32 min)
- b. [The Pursuit of Perfect – Tal Ben Shahar](#) – Book Review – see **Book of Articles**
- c. [The Good Life](#) – Robert Waldinger (15:04 min)

### 3.6 [Topping Out the Curve? – What's Next?](#)

The purposes of this exercise are to examine your state of affairs at work and in private, and to look into the future. Please use the illustrations and schemes at your convenience to guide your thinking. The one thing, however, please be honest about your current and future abilities, performances, contributions, learnings, joy, happiness and growth – no need to cover up or be unambitious.

Inspiration:

Midlife Careers

- a. [6 Ways to Take Control of Your Career Development if Your Company Doesn't Care About It](#)
- b. [The Tough Career Advice No One Will Tell You: Do the Messy Work](#)
- c. [What to Do if There Is No Clear Career Path for You at Your Company](#)
- d. [How to Beat Mid-Career Malaise](#)
- e. [The Art of Blooming Late](#)
- f. [The happy secret to better work](#) - Shawn Achor (12:20 min)

Midlife

- g. [The Midlife Unravelling](#)
- h. [The Real Roots of Midlife Crises](#)

Permission:

- i. [Learnings from Lifestorming](#) (4:07 min)
- j. [Time to Brave Up](#) - Kathy Caprino (16:42 min)

Learnings:

- k. [How To Speed Learn in 5 Simple Steps](#) - Josh Kaufman (4:47 min)
- l. [Ultralearning](#) - Scott Young (9:39)
- m. [The Best Leaders Are Constant Learners](#)

Lifeplan:

- o. [Design Your Life](#) – Bill Burnett (25:20 min)
- p. [Living forward](#) – (first 11:35 min)
- q. [Masterpiece days](#) (12:58 min)

Habit:

- r. [The Power of Habit – Charles Duhigg](#) – Book Review – see **Book of Articles**



Personal Growth Metrics:

- v. [Metrics That Matter: How To Use Data To Guide Personal Growth + Fuel Performance](#)

Day 4:

#### 4.3 [Look in the Right Direction](#)

Instructions to this exercise/ reflections will be made on the class.

Inspiration:

- a. [How to Conquer Your Blind Spots](#)
- b. [Honest liars](#) - Cortney Warren (13:47 min)

Business

- c. [6 Habits That Hurt Your Career and How to Overcome Them](#)
- d. [Expose Your Company's Blind Spots](#)

Derailers:

- e. [Could Your Personality Derail Your Career?](#)
  - aa. [Getting to the Bottom of Destructive Behaviours](#)

#### 4.4 [Performance in life](#)

Inspiration:

- e. [How Will You Measure Your Life?](#) Clay Christensen (19:30 min)

##### 4.4.2 [Leadership – Operational Level](#)

OPTIONAL - Inspiration:

Concepts/ Templates:

- a. [Tough Love Performance Reviews, in 10 Minutes](#)
- b. [These 3 Questions Are More Effective Than a Performance Review](#) (1:01min)

Performance Reviews:

- c. [The Power of Performance Reviews Use This System to Become a Better Manager](#)
- d. [How to Give Feedback People Can Actually Use](#)
- e. [Giving Feedback to Someone Who Hasn't Had it in Years](#)
- f. [Why Feedback Fails](#) (3:02 min)

Coaching:

- g. [The Leader As Coach](#)
- h. [4 Reasons Managers Should Spend More Time on Coaching](#)
- i. [How to Coach Your Employees](#) (3:49 min)
- j. [The Coaching Habit: Michael Bungay Stanier & Marshall Goldsmith](#) (4:19 min)

Candour:

- k. [Bold Talks: Kim Scott "Radical candour"](#) (14:48 min)
- l. [Jack Welch on candour in the Workplace](#) (8:30 min)

Career Plans:

m. [Career Plans](#) (20:07 min)

The Difficult Employee – the process:

n. [The Best Approach to the Worst Conversation](#)

o. [The Key to Giving and Receiving Negative Feedback](#)

Performance:

p. [Why You Should Stop Setting Easy Goals](#)

Biases:

q. [10 performance review biases and how to avoid them](#)

Hope

r. [PNTV: Making Hope Happen by Shane Lopez](#) (14:12 min)

A-Player/ World Class:

n. [The Behaviors that Define A-Players](#)

o. [How to Manage Your Star Employee](#)

B-player – Solid, Consistent Employee:

p. [How to Manage a Team of B Players](#)

q. [How to Retain and Engage Your B Players](#)

C-Player C-player – moderate performance/ much to be desired/ newly arrived person in a function:

r. [The 3 Types of C Players and What to Do About Them](#)

s. [The True Cost Of Keeping 'C' Players On Your Team](#)

t. [How do Great Team Leaders Manage Poor Performers?](#)

D-player – Employee With Very Little Social Credit and Performance (if Any) to Show for the Pay Check:

u. [Don't let poor performers ruin your workplace](#)

v. [How to Help an Underperformer](#)

OKR's:

w. [Measure what matters](#) (8:45min)

x. [+1 #270: 2 Scorecards](#) (1:39min)

y. [The Advantages of Leading Indicators vs. Lagging Indicators](#)

Application for OKRs:

z. [www.koan.co](http://www.koan.co)

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,

Dennis Falk Jakobsen

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