



# Welcome to Leadership

- People, Power & Profit

A Decision to be Great!

\*

Pre-Work



THE BUSINESS  
LEADERSHIP ACADEMY

## 0.1 Welcome to Leadership – People, Power & Profit

Thank you very much for participating in "Welcome to Leadership".

Your support is indeed appreciated!

First, please allow me to ask; *"Is it too much to hope for that you become successful in leadership?"*

One expression you will hear frequently in "Welcome to Leadership" is 'tough love', i.e. a straight and matter of fact'ly performance evaluation, which in this context offers the outlook that 3 of 4 people hired into management roles fail resulting in aspiring leaders to be fired, demoted, transferred sideways or promoted upwards.

A terrifying waste of money, time, and talented people – would you agree?

So, in order to beat the odds, a first question has to be – why do you truly want to be a leader?

Do you have a vision to persuade others of your intentions? Can you back it up with golden, human values – and not least a plan for what you intend to do for others?

In "Welcome to Leadership" you get dressed to stand on your own, to understand corporations, your role and responsibilities, the power of leadership, a deep insight into people - what makes you and others succeed - and hopefully the insight that everyone can become great!

All I ask of you is to be brave! To dare making yourself into an uncommon woman/ man - a leader- who moves forward and to see the magnificent in others! It just takes one starting decision. Do you dare?

Attending "Welcome to Leadership" must be a privilege for those who express willingness to learn, who is willing to pay the price of training, and who can mature to higher expectations and judgment.

This training is just three days, but will live long because of:

- a. The extended the period of training from 3 days to 6 months with exercises and peer-mentoring
- b. Extensive use of KPI's and points of measurement follow up thru personalized learning
- c. Accelerated growth and maturity by offering mentoring/ coaching

Sofar, 6 of 10 participants have succeeded in their endeavour. I want you to be the next!

"Welcome to Leadership" is your training. You decide the outcome by your energy, attention, collaboration and sharing - just as you should expect quality contribution from you co-participants - so come and prove that you are worthy and ready to serve as a leader!

Thank you very much again -

The Very Best,

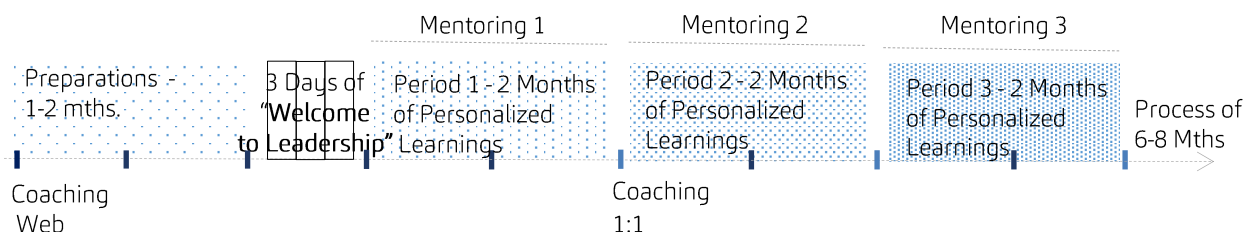
Dennis Falk Jakobsen  
CEO, The Business Leadership Academy  
[dfj@thebusinessleadership.academy](mailto:dfj@thebusinessleadership.academy)  
+45-60 89 97 75

Welcome to Leadership

WB v.3.0, 2022

## 0.2 Program & Process

Timing	Day 1	Day 2	Day 3
Kick Off: 9:00AM	Welcome, Introduction, Expectations, OKR's Day 1	OKR's Day 2 Learning Day 1	OKR's Day 3 Learning Day 2
	What You Think  Organizations - Purpose and Culture - People vs People - Return on Talent - Collective Intelligence	Personality Analysis  Middle Management Start-Stop-Continue Doing  Followership - Production vs Salary	Leadership Operation I - Learning Plans/ Learning University - Maturity - Career Plans  Leadership Operation II - 1:1 Process - Dialogues
Lunch: 12:30- 1:15PM			
Closing: 6:00PM	Management and Leadership  The Future of Leading  Return on Character - Can You Print Your Own Money?	Talent - What Does it Take to be Great?  Leadership: - Why Being a Leader? - My Mission - My Values - My Contribution	I'm Splendid!  You're Awesome!  10 Things Learned
	OKR Review Day 1	OKR Review Day 2	OKR Review Day 3 & Closing 4PM
	Homework	Preparation Day 2	Designing Performance & Preparation Day 3



### 0.3 Pre-Work

Before we turn all business;

- a. All articles referred to in this document are available in the manual “**Book of Articles**” which you are receiving as part of the introduction – thus please re-consider on if you need to print them on beforehand.
- b. If you prefer to listen to the articles in the “**Book of Articles**” you will be able to do by employing a PDF-reader – for instance this one to be installed – typically – on your phone – and from which you direct which pages to be read:



In that case please request a PDF-file of the manual directly from me.

- c. Collectively, the preparation for “**Welcome to Leadership**” consists of:
  1. Readings: Approx 150 pages
  2. Videos: 2 hrs 6 min.
- d. Ahead of the Training:
  1. You are receiving this list of pre-work via email to start your preparations, you can also find it online [here](#).  
**Please ensure to check for the email links, also in your filtered email-boxes.**
  2. You will receive the manuals for notetaking etc
  3. Mail with link to your People-Test-People personality analysis will be forwarded within 7 days from confirmation of participation.  
Please reach out to the undersigned to coordinate timing of the read back of the test.
- e. How much to read and prepare?  
Every subject will have multiple articles/ videos included to cover several viewpoints.  
You decide on the depth and quality you can muster, yet needless to say the more you do the better prepared and in sync with the upcoming debates you will be.  
***Items in italic are optional reading or viewing!***

**Ultimately, the choice is yours. Happy preparations!**

**Day 1:****1.1. OKR's - Objective and Key Results – 0-6 Months + 0-24 Months**

1. What will be your 1-2 objectives and key results to spur your development forward?
  - 1.1. 0-6 months (short term) or 0-24 m months (long term)

Inspiration:

- a. [The Ultimate Guide to Writing, Defining and Implementing OKR's](#)

**1.2. What You Think**

1. Please be ready to discuss:
  - 1.1. Which mega-structures in your life may influence the way you think?
  - 1.2. Who are individuals that may have made profound lasting impact on an individual?
  - 1.3. Which version/ level of a mental programming are you living/ working on?

Inspiration:

- a. [The Relationship Between Beliefs, Attitudes and Behaviors](#)
- b. [The Happy Secret to Better Work](#) – Shawn Achor - (12:20 min)

**1.3. Organizations**

1. Please be ready to discuss:
  - 1.1. Please think of examples of purposes for organizations, for instance; Profit, innovation, NGO....etc
    - 1.1.1. Please give examples of companies for each of the purposes provided
  - 1.2. Which culture does each of the purposes promote? For instance, profit drives “Wall Street”-like behaviours
  - 1.3. In the relationship ‘you and customers’ – please explain two different modus of operandi:
    - 1.3.1. Inside-out
    - 1.3.2. Outside-in
  - 1.4. Employees in a company are primary only divide into two functions, please explain;
    - 1.4.1. Mkt/ sales
    - 1.4.2. Innovation
  - 1.5. What does it mean that ‘companies don’t compete against each other but ‘people compete against people’?
  - 1.6. Please explain how a company can make suppliers part of an advanced eco-system of theirs
  - 1.7. From the perspective of an investor in a company how would you explain the term ‘return on talent’?
  - 1.8. How will you explain collective intelligence in this model?

Inspiration:

- a. [What Is the Purpose of a Business?](#)
- b. [Intellectual Capital](#)
- c. [What is Collective Intelligence?](#) – (6:42 min)

**1.4. Leadership & Management**

1. Please prepare
  - 1.1. Please identify at least 15 traits/ examples of both leadership and management
  - 1.2. For either discipline please consider time horizon, appetite for risk, year-on-year %-growth
  - 1.3. What would be your definition of leadership and management respectively?
2. How should every level of an organization divide time between leadership and management – and why?

Inspiration:

- a. [Leadership vs Management: Understanding the Difference](#)
- b. [Let's Kill Leadership](#)
- c. [What Leaders Really Do](#) (optional reading)

**1.5. The Future of Leading**

1. Please prepare:
  - 1.1. Inside The MorningStar Company – how does work get gone?
    - 1.1.1. Individuals
    - 1.1.2. Teams
    - 1.1.3. Divisions?

- 1.2. Comparing The MorningStar Company and a classic industrial structure – how are the same front-line job fundamentally different in respect of qualifications, skills, education, performance, etc?

Inspiration:

- a. [First, Let's Fire All the Managers](#)

## 1.6. Return on Character

1. Please prepare:
  - 1.1. How will you explain/detail the meaning of the 4 values – integrity, forgiveness, responsibility, and compassion?
  - 1.2. How do you think/ reckon the 4 values play out differently in organisations with either top or low performance?
  - 1.3. How will you explain a correlation between strong values and high performance?

Inspiration:

- a. [Measuring the Return on Character](#)

## Day 2

### 2.2 Personality Analysis

1. In preparation to this training, you have received link to a People-Test-People personality analysis which you have been offered feedback to, or will during the training.
  - 1.1. Which of your traits;
    - 1.1.1. Work favorably with the profile of your job?
    - 1.1.2. Work outright against you in your job?
    - 1.1.3. Which strategies can you employ to turn more traits in your favour?
  - 1.2. In 1:1 sessions with co-participants please exchange personality analysis's and review each other's strengths?

Inspiration:

- |  |  |
|--|--|
| a. <a href="#">PTP - People Test People Blank Profile &amp; Explanations</a>                   | d. <a href="#">Tiny Habbits – Book Review – BJ Fogg</a>          |
| b. <a href="#">Can You Change Your Personality?</a>  | e. <a href="#">Ego Is the Enemy – Book Review – Ryan Holiday</a> |
| c. <a href="#">Increase Your Self Awareness With One Simple Fix – Tasha Eurich (17:17 min)</a> |  |

### 2.3 Middle Management

1. In your role as front/middle management please line up the performance/ functions, skills and perspectives you think are expected to.
2. Also, in similar way please consider performance/ functions, skills and perspectives you are not actively dealing with today that may could be of benefit for you to do.
3. From the leadership pipeline concept what do you need to start doing/ stop doing going when promoted to
  - 3.1. Leader of others?
  - 3.2. Leaders of leaders?

Inspiration

- |  |  |
|--|--|
| a. <a href="#">The Leadership Pipeline (Marked passages)</a>       | c. <a href="#">How to be Successful in Middle Management</a> |
| b. <a href="#">A Nifty Little Management Guide for New Manager</a> | d. <a href="#">Navigating from Friend to Boss</a>            |

### 2.4 Followership

1. What does it take to be a great follower?
  - 1.1. How would you evaluate yourself as a follower?
2. The class will examine the concept of productivity vs salary
  - 2.1. How many percentages of all employees deliver 100% production to their salary?

Inspiration:

- |  |   |
|--|---|
| a. <a href="#">Followership: The Others Side of Leadership</a>             | d. <a href="#">Followership (explained) – (18:00 min)</a> |
| b. <a href="#">The Best Leaders are Followers – Simon Sinek (4:52 min)</a> |   |
| c. <a href="#">The F-Word You Need of at Work – Or Get Fired</a>           |   |

## 2.6 Talent

1. Please explain deliberate practise, and include at least 10 facets to observe in the process:

Inspiration:

- |  |   |
|--|---|
| a. <a href="#">Deliberate Practise: Learn Like an Expert</a>                 | e. <a href="#">What Science Says About Identify High-Potential Employees</a>                          |
| b. <a href="#">Get Better at Anything: 6 Steps of Deliberate Practise</a>    | f. <a href="#">Talent Is Abundant, Intelligence Is A Commodity</a> - Raghu Krishnamoorthy (20:53 min) |
| c. <a href="#">Peak – Book Review – Anders Ericsson</a>                      |   |
| d. <a href="#">Tapping the Potential of Your Company's Hidden Superstars</a> |   |

## 2.7 Why Leadership?

1. You may, or may not, have asked yourself – why do I really want to be a leader, or, why am I a leader?
  - 1.1. List below 8 arguments for being/ becoming a leader?
2. All this said – why not remain/ go back to being a senior specialist?
3. What is your future drive/ motivation for being a leader – a great one – and not just a mediocre one?!

Inspiration:

- |  |   |
|--|---|
| a. <a href="#">Citrus Half-Moon Cakes Deserves No Followers – Why Did You Become a Leaders or Manager?</a> | b. <a href="#">How and Why to Be A Leader (Not a Wannabe)</a>                   |
|  | c. <a href="#">Reasons to Step Into a Leadership Role (And the Reasons Not)</a> |

## 2.8 My Leadership Vision

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

Inspiration:

- a. [Here's How to Write an Impressive Personal Mission Statement](#)

## 2.9 My Leadership Values

The intention of this exercise is to (re)examine your leadership values.

At this stage of your career you will be expected to understand your believes and cardinal points of values, hence:

1. Please define your personal core leadership values – what do they mean, what don't they entail?
2. How are your values negotiable/ non-negotiable?
  - 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. <a href="#">How to Define Your Personal Values</a> | b. <a href="#">How to be an upstander instead of a bystander</a> - Angélique Parisot-Potter (5:30 min) |
|---|--|

## 2.10 What Do I Intend to Do for Others?

What are you going to do for others as a leader?

By now you will have established yourself in the organisation and in the team – you have leverage, budget and some room to make personal decision in favour of others, hence;

1. You may want to start by lining up 3-7 things you have done regularly for others?
2. What can, should, could and ought you be doing for others – by design?
3. An intriguing angle to the question would be; what can you do when you have 'nothing'?

Inspiration:

- |   |   |
|---|---|
| <ol style="list-style-type: none"> <li>a. <a href="#">How to Get Ahead in Life - Givers, Takers and Matchers</a> - The New York Times (4:02 min)</li> </ol> | <ol style="list-style-type: none"> <li>b. <a href="#">Life's Great Question – Tom Rath – Book Review</a></li> <li>c. <a href="#">Purpose 2.0</a> (2:58 mi)</li> </ol> |
|---|---|

## 2.11 Designing Performance/ Homework

1. This exercise is primary about envisioning your future at your company and secondary your private life. At work - how do you want your career to pan out; which lines of speciality do you want/ need to be in, which jobs do you want, what do you want to contribute etc  
In private – '*when are you going to Japan?*' Please aim to be as specific as possible throughout.

Day 3:

## 3.2 Learning Plans

1. What is the intention of people learning plans?
2. What is your job/ obligations in the process?
3. What should be expected from the person being discussed in a learning plan?
4. Bonus questions – how does 'consequence' apply in/out/around a learning plan?
5. Exercise – please review the Learning Plan in the appendix, chapter 4.

Inspiration:

- |   |  |
|---|--|
| <ol style="list-style-type: none"> <li>a. <a href="#">What If Companies Managed People as Carefully as They Manage Money?</a></li> <li>b. <a href="#">If You Are Not Helping People Develop, You're Not Management Material</a></li> <li>c. <a href="#">Make Sure Everyone on Your Team Sees Learning as Part of Their Job</a></li> </ol> | <ol style="list-style-type: none"> <li>d. <a href="#">The Most Effective Learning and Development Plan: A Guide for Managers</a></li> <li>e. <a href="#">Performance &amp; Learning Plan</a> (Please download for free use)</li> </ol> |
|---|--|

## 3.3 Learning University

1. For this subject, please consider 4-5 important topics/ areas you would want everyone in your team to be far more knowledgeable about?
2. How would you explain that a local learning university can act as 'reverse learning'?

Inspiration:

- a. [Generosity Gene and a Big Dose of Coaching Creativity Turn Thin Air and Water into Bread and Red Wine!](#)

## 3.4 Maturity

1. How do you intend to mature over the coming 3-5 years?
2. Please establish the maturity level requirement for your current job/ function – level 1.
  - 2.1. Now establish your own maturity in comparison to that of your job/ function
3. Please establish the key indicators of maturity for level 2 and 3
4. Why is this exercise important?



Inspiration:

- a. [Leadership Maturity](#)
- b. [Do You Have Leadership Maturity?](#)

### 3.5 Career Plans

1. Please outline a possible 8-10-12 year career plan for yourself.
2. Please do the attempt to outline similar career plans for 2-5 of your colleagues.

Inspiration:

- a. [Career Mapping: Sometimes You Have to Make Plans](#)
- b. [The Importance of Career Mapping with Your Employee](#)

### 3.6 Leadership Operation

1. What should be content of varying types of 1:1 reviews?
2. What frequency would be favourably for your colleagues and you?
3. How many 1:1 do you intend to conduct over the coming 3 months, and what will be the completion ratio?
4. How do you intend to manage the KPI-process including follow up sessions?
5. How do you intend to design/ implement learning plans?
6. How can you develop the 1:1's?

Inspiration:

- a. [Though Love Performance Review, in 10 Minutes](#)
- b. [The Fine Art of Tough Love](#)
- c. [Feedforward: Coaching For Behavioral Change](#) –Marshall Goldsmith (7:27 min)
- d. [Jack Welch on Candor in the Work Place](#) - (8:30 min)

### 3.7 1:1 Dialogues

1. Please use the 9-grid scale to identify 3 types of conversations to practise?
2. In the 9-grid fill in the;
  - 2.1. Expected outcome
  - 2.2. What you want to remember to convey/ say
  - 2.3. How you want to say/relay your message?
3. Practise the talks in small groups, and/or in front of the group

Inspiration:

9-Grid Box - Listen to the cognitive information (You can ignore the religious setting

- a. [9 Box Development: Successor, Rock Star, and MVP](#) (2:39 min)
- b. [9 Box Development: Shareholder, Poser or Prodigy, and Tried and True](#) (3:11 min)
- c. [9 Box Development: Workhorse, In Limbo, and Problem Child](#) (2:35 min)

### 3.10 I'm Splendid! + 3.9 - You Are Awesome!! + 3.10 - Coaching & Mentoring

No articles, films or pod casts attached to this subject.  
Please review task in the manual **"Work Book"**.

....

Needless to say there is a little pre-work to do so please start early and offer it your best efforts so be ready with offer quality inputs to the 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  
CEO, The Business Leadership Academy  
[dfj@thebusinessleadership.academy](mailto:dfj@thebusinessleadership.academy),  
+45-60-899775



# THE BUSINESS LEADERSHIP ACADEMY