

SELF LEADERS

Office Lighthouse Discussion Materials

Self Leaders

Chapter 1 - The New Deal

“The old deal in business has changed. In the past, the workforce traded loyalty for job security. The new deal is; business wants problem solvers who are willing to take the initiative. Top managers like to empower people who they can respect and trust to make good decisions and act like they are owners.

Job security is not longer available, employees want honesty (don't tell us there will be no lay off's and then turn around and down size). People want opportunities to learn new skills if they have to look for a new job inside or outside the organization.” (Self Leadership and the One minute Manager by Ken Blanchard, Susan Fowler, and Lawrence Hawkins)

Comment on the above:

Discussion Questions:

- 1) In 1980 a manager typically supervised 5 people, today to be competitive twenty-five to seventy five people report directly to one manager. (Blanchard) How does this statement strike you; true, false, unbelievable, eye opening, or -----?
- 2) Bosses are no longer playing the traditional roll of telling people what and how to do things, managers don't have time to know more about the work you do than you do. (Blanchard) How does this thought effect what you are doing or plan to do?
- 3) There is no longer a best leadership style; it all depends on the situation. Managers must learn to work one-on-one with people. (Blanchard) This method would challenge our relationship skills, how will you handle this?
- 4) Empowerment is something someone gives you. Self leadership is what you do to make it work. (Blanchard) Are you empowered and by whom? What is your strategy for self leadership?
- 5) “My grace is sufficient for you, for my power is make perfect in weakness.” (The Bible) How can weakness lead to power or can it?
- 6) Many people are immobilized by empowerment, it's a four letter word, and managers become incompetent enemy. (Blanchard) How can these people move from the victim mindset to empowered problem solvers and decision makers?

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Chapter 2 - Needs

Rank the following work place motivations according to their importance 1 for most important, 10 for least.

Interesting work ____, full appreciation of work done ____, feeling of being “in” on things ____, job security ____, good wages ____, good working conditions ____, personal loyalty to employees ____, sympathetic help with personal problems ____, tactful disciplining ____, (Self leadership and the one Minute Managers, Ken Blanchard, et al)

Comment on the above.

Discussion Questions:

- 1) “A Basic truth of self leadership: bosses / people are not mind readers. We can not expect them to understand what motivates each of us.” (Blanchard) What is your strategy for dealing with this statement? Is it working?
- 2) “Ultimately, it’s in your own best interest to accept responsibility for getting what you need to succeed in the workplace.” (Blanchard) If this is true, how are you doing getting it done? What do you need today?
- 3) The first trick of a self leader: *Challenge Assumed Constraints*. (an assumed constraint is a belief you have, based on past experiences, that limits your current and future experiences) (Blanchard) What has been your *assumed constraints* that have or are limiting you?
- 4) The *Assumed Constraint* that I don’t have the position power to get what I need is common with many people. A self leader doesn’t buy into this. (Blanchard) How is position power affecting you?
- 5) “I can do all things through Him who gives me strength.” (The Bible) What are the implications of this statement for you?
- 6) Other *Points of Power* are knowledge power, personal power, relationship power and task power. (Blanchard) How are you doing with the development and applications of these *Points of Power* in your life?

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Chapter 3 - Development

Self Leaders typically experience challenges of competency as they learn something new or pursue a goal. Failure to increase one's competency and maintain commitment will retard the process. The following are true of the process: The ability to increase competency is directly related to a person's commitment to continue their self development in the undertaking. Commitment to self development tends to decrease as one discovers their lack of competency. If one persists in the pursuit of self development their commitment to the process will increase and decrease at a variable rate. (Blanchard / Self Leadership and The One Minute Manager)

Comment on the above.

Discussion Questions:

- 1) How would you define competency in your life?
- 2) What motivates you to maintain or increase commitment in your life?
- 3) Give an example of something you stopped pursuing for lack of competency and or commitment.
- 4) The initial stage of self development requires the learner to be willing to follow directions. (Blanchard) How do you respond to people that are highly directive? Explain.
- 5) Receiving coaching is also an indication that one is progressing in their self development. (Blanchard) What has been your experience with coaching?
- 6) "Forget the former things; do not dwell on the past. I (God) am doing a new thing! Now it springs up; do you not perceive it?" (The Bible) Do you see a relationship to perceiving, and growing in competence and commitment?
- 7) Where do you need to move to a higher level of competence and commitment in your life?

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Chapter 4 - Competence

Competence in what I do comes at a price. Time and energy must be invested in the competence learning curve. Developing suitable or sufficient skill in a particular endeavor requires the *self leader* to be intentional. Intentional about how he will go about getting what he needs to be competent.

Comment on the above.

Discussion Questions:

- 1) To increase my competence to achieve a goal I must set a clear goal. What has been your experience with goal setting?
- 2) A strategic concrete “plan of action” is needed to accomplish a goal. Are you a planner? How do you approach planning?
- 3) Have you or do you have anyone in your life that helps you set goals and plan?
- 4) Goals are best accomplished when time lines are set. What has been your experience with time lines in achieving goals?
- 5) Teach us to number our days correctly that we may gain a heart of wisdom (the Bible). Time is one asset that I cannot replace. How does this affect your ideas about wisdom/competency as related to time?
- 6) To monitor my competency I need to establish priorities, evaluate my work and get feed back. Do you have a plan to accomplish the above? If so how are you doing with your plan?

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Chapter 5 - Commitment

Without commitment, and its maintenance, the Self Leader will not succeed in what he desires to accomplish. Commitment is affected by emotions as one progresses in an endeavor. Setbacks deter commitment and accomplishments energize commitment. Successful Self Leaders understand the need to develop emotional support to maintain the commitment necessary to achieve a goal.

Comment on the above.

Discussion questions:

- 1.) Successful Self Leaders have someone to listen to them, praise and encourage them. What does this look like in your life?
- 2.) Problems are a deterrent to the maintenance of commitment. What are some ways you approach problems solving?
- 3.) To maintain commitment Self Leaders must separate reality from all the other factors that cloud the goal accomplishing process. What is your idea of reality and how do you identify it?
- 4.) Having someone who can share information about their experiences is valuable in the goal accomplishing process. What are examples of this in your life?
- 5.) Two are better than one, pity the man who falls down and has no one to help him up. (The Bible) How this statement would relate to maintaining commitment and accomplishes a goal?
- 6.) Where can an emerging Self Leader look to find the kind of person who will support him in the commitment aspect of achieving goals?

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Chapter 6 - Collaborate

A successful *self-leader* must master the skill of collaborating for success. Developing team work inside or outside one's business, family, group, etc. is the way to leverage our efforts. Goals will be achieved more efficiently if collaboration is accomplished by the *self leaders*.

Comment on the above.

Discussions questions:

- 1) Are you more of a "Lone Ranger" or a "Team Builder"? Explain.
- 2) From your perspective, why is team work / collaboration difficult and often unsuccessful?
- 3) The two most powerful words in achieving collaboration with another are "I need" [your help], rather than "I want". (Blanchard) Do you agree or disagree and why?
- 4) Community, the willingness for two parties to work together to achieve a goal, is essential to effective collaboration / team work. Chaos can destroy community. How should *self leaders* deal with chaos?
- 5) "As iron sharpens iron so one man sharpens another." (The Bible) Have you looked at conflict as a way to grow *self leaders*? Do you avoid conflict or embrace it?
- 6) On a scale of 1 – 10, with 10 excellent, where do you see yourself as an effective *self leader*? Why?