

REFLECTIONS & PERSONAL CHARTER



This workbook is intended to help you during the “*Leadership for Engineers*” course.

You can use the workbook to log your “*personal learnings*” that follow from the exercises of week 2 and 3, but also after the course as a tool for continuous learning about yourself.

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"Know thyself"

- Socrates

"Success is achieved by developing our strengths, not by eliminating our weaknesses"

- Marilyn vos Savant

"Try not to become a man of success, but rather try to become a man of value"

- Albert Einstein

"Man often becomes what he believes himself to be. If I keep on saying to myself that I cannot do a certain thing, it is possible that I may end by really becoming incapable of doing it. On the contrary, if I have the belief that I can do it, I shall surely acquire the capacity to do it even if I may not have it at the beginning."

- Mahatma Gandhi

"We are what we repeatedly do. Excellence, then, is not an act, but a habit."

- Aristotle

"The good life consists in deriving happiness by using your signature strengths every day in the main realms of living. The meaningful life adds one more component: using these same strengths to forward knowledge, power or goodness."

- Martin Seligman

Understanding Yourself

My Personal Strengths

Copy the outcome of the **Strengths Finder** in the table below:

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Do you agree with the outcome of the Strengths Finder? Do you want to include other strengths? Take a minute and write down what you think are **your top 3 strengths**:

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*Strengths seen by the people around me

If you would like to explore your strengths further you can solicit feedback from people around you (friends, family, colleagues) by asking the questions below

What do you consider as my top 3 strengths?

Name:

Top 3 Strengths

****Optional (not part of the course)***

When was I at my best?

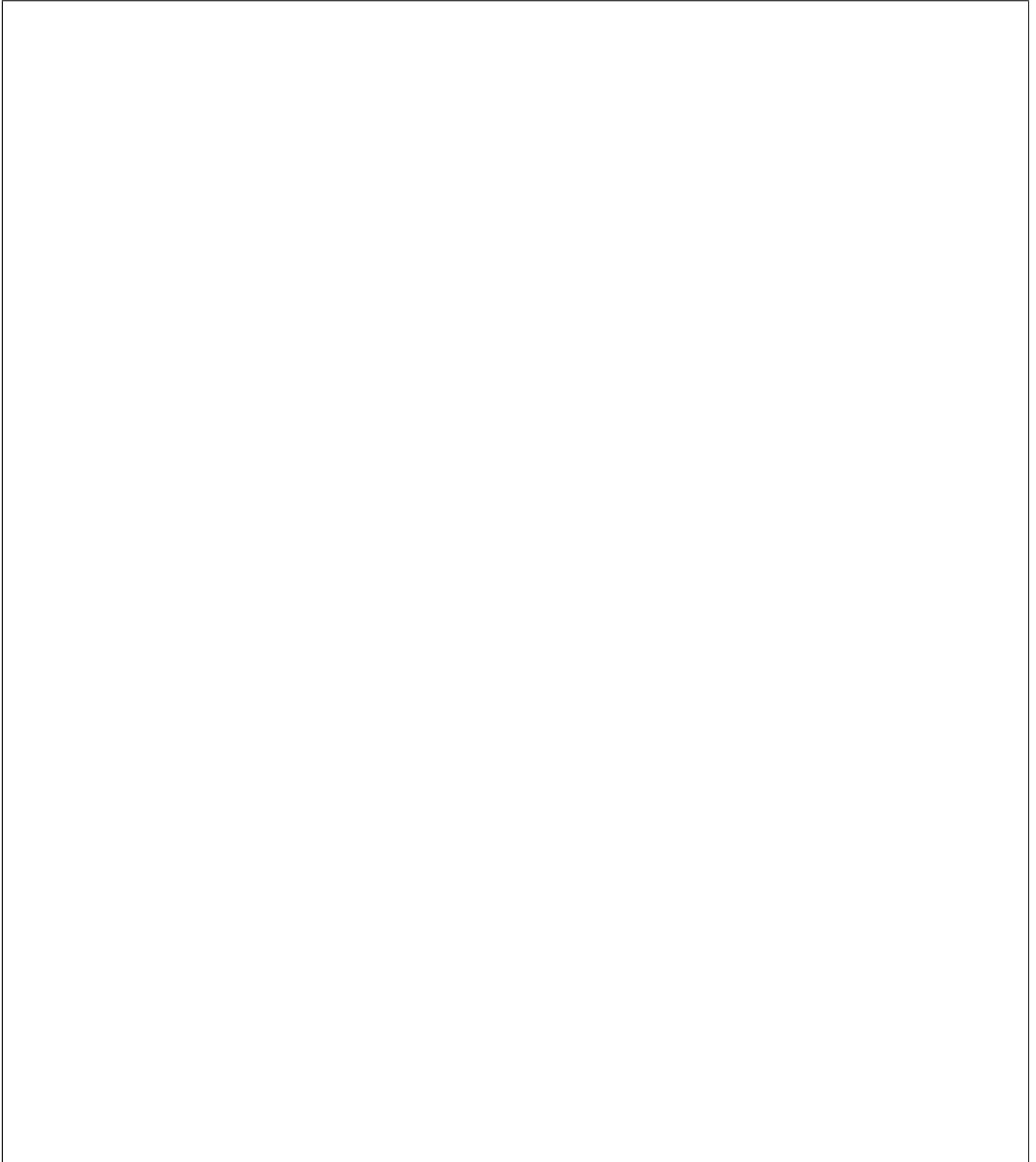
What can I do to improve my effectiveness?

Any other reflections?

****Optional (not part of the course)***

My Passions

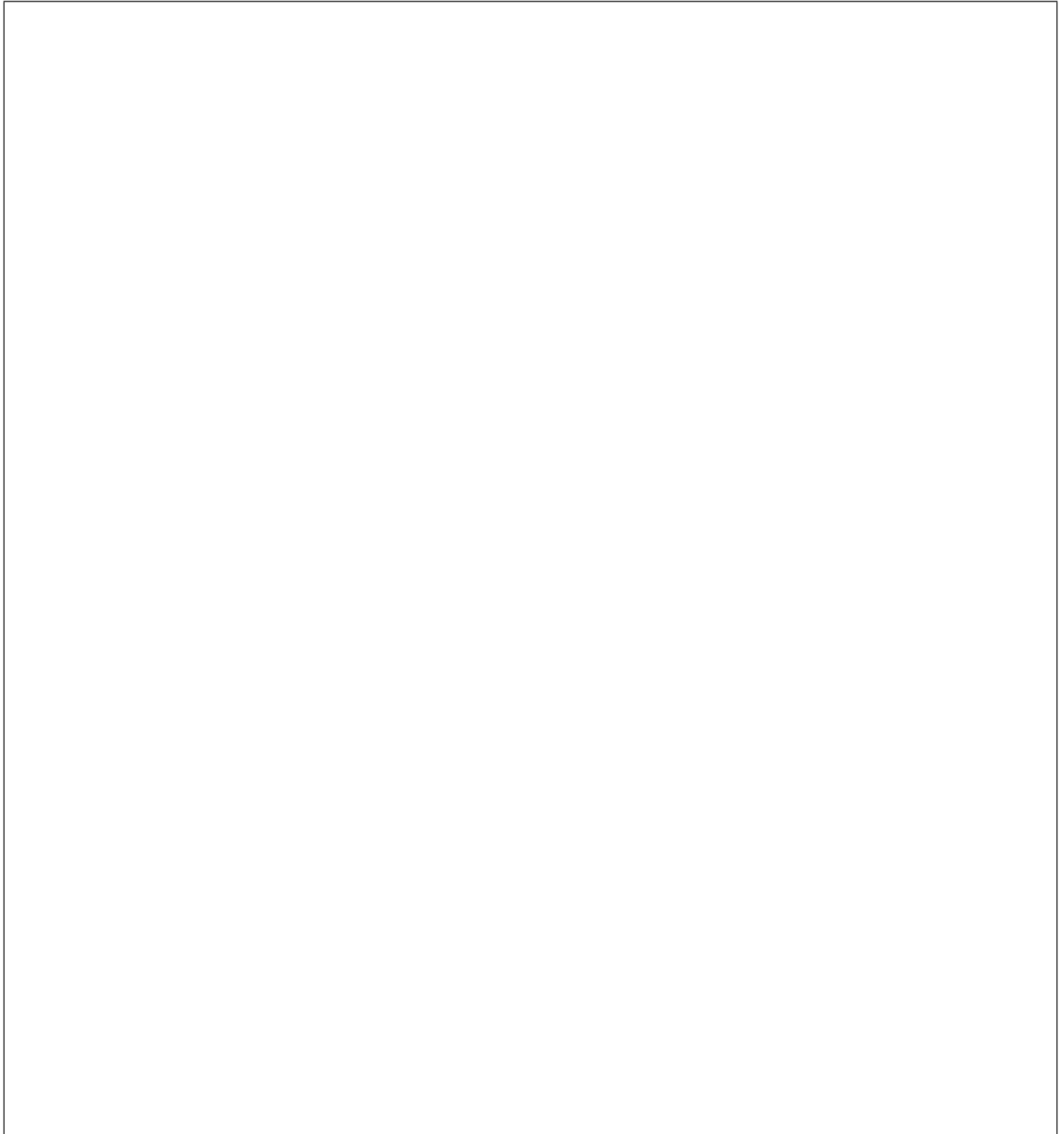
What are your passions?

A large, empty rectangular box with a thin black border, intended for the user to write their passions.

Visualization exercise

"My 70th birthday"

Reflections from the visualization exercise



My personal charter

Hopefully the exercises on your “strengths”, “passion”, and “70th year anniversary” have given you some ideas on your mission in life. Try to write down your first ideas for your mission.

What would be the legacy you want to leave behind?

Example of Personal Charter

Mission

“Unlock the full potential of people by being a role model of ‘servant’ leadership”

- I want to develop, excite and inspire people in my environment to unlock their full potential and realize their dreams
- I want to develop and lead businesses “with a purpose” balancing short term results with long term perspective
- I want to enjoy every moment in my life – “carpe diem”

Legacy

Professionally, I want to become a role model in servant leadership. I have a strong believe that the traditional ‘command and control’ is a dying concept in this every changing complex world. Potential text on my grave “He has touched 1 million people to make the world a bit better”.

Servant leadership for me means:

- Stimulating organization to take all stakeholders into account (customers, suppliers, shareholders, environment, society, etc.)
- Lead out of a “win-win-win” concept. Use ‘naastenliefde’ as guiding principle

- Giving responsibility to the front line and ‘direct reports’, coaching and developing to realize their ambitions, stimulate and foster their ideas. Being “Streng doch rechtvaardig”. Providing a purpose to the front-line / pushing the ambition level.

Personally, I want to raise my children (to the extent where you can have an influence) to be healthy and happy individuals that are prepared for and a gift to the world. I want to be a good husband to my wife.

*Further discovery process

What are my strengths?

What are my fears?

What are my needs?

***Optional (not part of the course)**

What are my personal values?

Who are my role models?

What are my hot buttons?

****Optional (not part of the course)***

"Psychology is much bigger than just medicine, or fixing unhealthy things. It's about education, work, marriage - it's even about sports. What I want to do is see psychologists working to help people build strengths in all these domains."

- Martin Seligman

"You cannot have a positive life and a negative mind."

- Joyce Meyer

*"When you arise in the morning, think of what a precious privilege it is to be alive –
to breathe, to think, to enjoy, to love"*

- Marcus Aurelius

"No one can make you feel inferior without your consent."

- Eleanor Roosevelt

"Between stimulus and response there is a space. In that space is our power to choose our response. In our response lies our growth and our freedom."

- Viktor E. Frankl

*"Everything we hear is an opinion, not a fact.
Everything we see is a perspective, not the truth."*

- Marcus Aurelius

Leadership Habits

Gratitude

Your Gratitude Letter to:



- Is it clear to the receiver for what achievement he or she is thanked?
- Is it clear why this achievement motivated you to thank him or her?
- Is there an explanation on how the receiver of the letter has impacted your life?
- Is the receiver explicitly thanked?

Feedback from delivering the letter - *What was the effect on you and how has it helped you as a result?*

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Amygdala hijack

Situation:

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Deconstruct the situation

Perceived threat?	
When did you start to feel threatened?	
Why did you feel threatened?	
What did you do?	
What were the consequences?	

What would you like to have done?

At what moment should you have paused?	
What should have been the question to ask yourself?	
What should have been your response to the situation	
What would have been the probable outcome?	

Preventing future amygdale hijacks

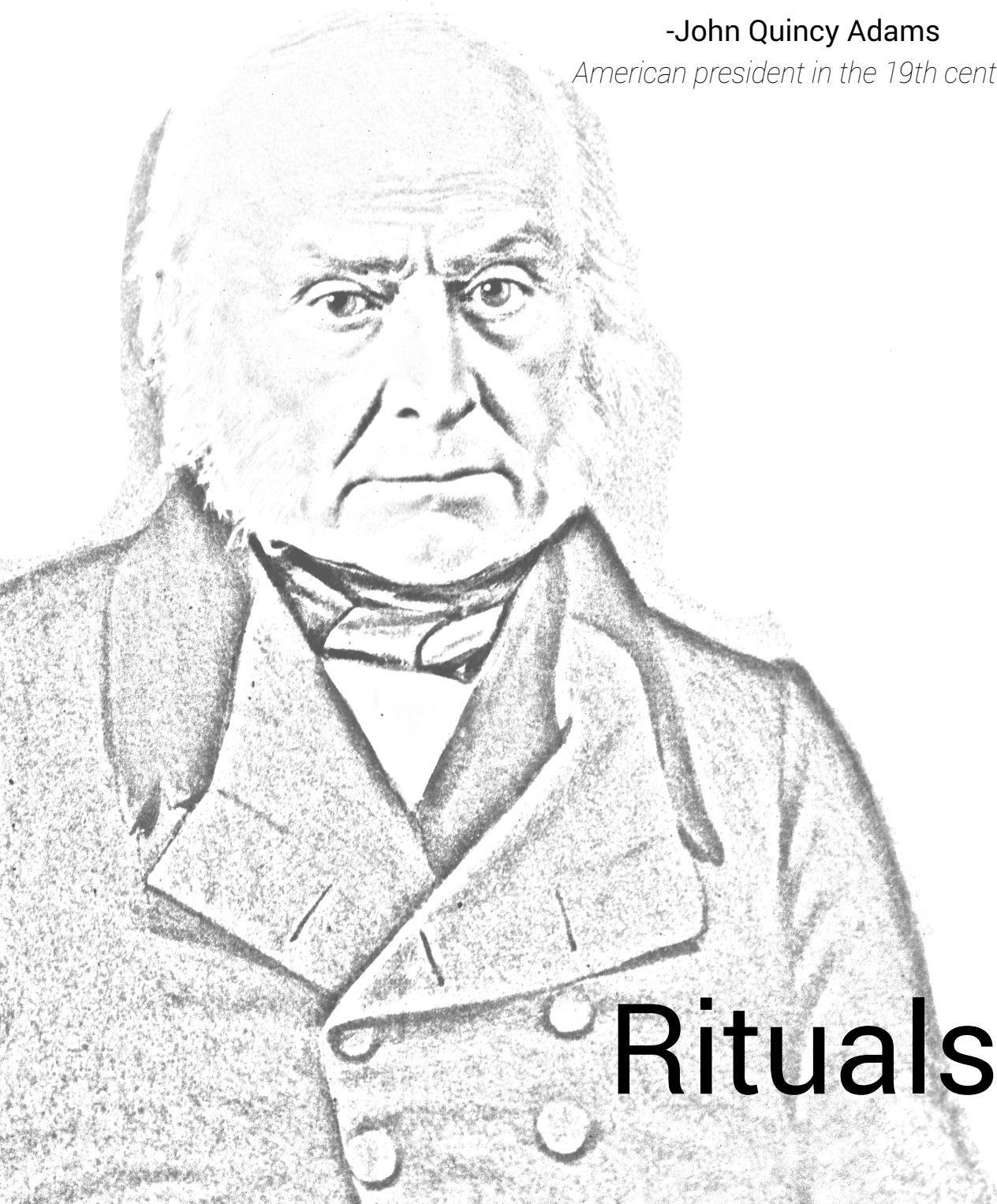
*Future situations
prone to amygdale hijack*

What should you do?

*"If your actions inspire others to dream more, learn more,
do more and become more, you are a leader."*

-John Quincy Adams

American president in the 19th century



Rituals

“My ambitions in 5 years”

For each of the following categories, what is your ambition in the **next 5 years** or earlier if you seem fit? It is not necessary to fill in all categories – just think about them one by one and if you feel you have a meaningful ambition just write it down.

Category *Ambitions to be reached in 2021*

Career	
Society	
Family	
Friends	
Personal development	

Hobbies	
Sports	
Personal health	
Spiritually	
Financially	

“My ambitions in 1 year”

For each of the following categories, what is your ambition in the **next year** or earlier if you seem fit? It is not necessary to fill in all categories – just think about them one by one and if you feel you have a meaningful ambition just write it down.

Category *Ambitions to be reached in 2016*

Career	
Society	
Family	
Friends	
Personal development	

Hobbies	
Sports	
Personal health	
Spiritually	
Financially	

Examples of “My ambitions in one year”

Category *Ambitions to be reached in 2016*

Career	<ul style="list-style-type: none"> - Successfully implement Sales Force Effectiveness project - Train my team members x, y, x for their next role in the company - Expand personal network in the company by attending the monthly drinks
Society	<ul style="list-style-type: none"> - Create a MOOC for my university - Be mentor for two schoolkids - Give 1% of salary away for Foundation for Children
Family	<ul style="list-style-type: none"> - Celebrate our 10th year wedding anniversary - Spend summer break in Denmark - Spend one weekend with my son alone in Copenhagen - Spend one weekend with my daughter alone in Paris
Friends	<ul style="list-style-type: none"> - Organize a monthly “friends” dinner at our home
Personal development	<ul style="list-style-type: none"> - Watch one TedX movie a day - Participate in a communications training to be able to better present in front of groups

Hobbies	- Visit a theater play every month
Sports	- Every Monday run 5 kilometers - Every Saturday morning do an interval training - Run at least one marathon a year
Personal health	- Loose weight until I reach 80 kilogram by eating less "sugary products" - Do ten minutes of meditation per day
Spiritually	- Go to church every Sunday
Financially	- Save 10% of yearly salary in savings deposit - Invest 5% of salary in stock

My 30 day challenge

<p><i>Which ritual will you do for 30 days to make it a habit and support your ambitions?</i></p> <p>Write it precise and specific: When, how long, how many times per week/year</p>	
<p><i>What temptation will you avoid?</i></p>	
<p><i>What are competing commitments and how do you resolve them?</i></p>	
<p><i>When do you start with the 30 days?</i></p>	
<p>Social Pressure: <i>Who are you going to tell about your commitments to your breakthrough project and new ritual(s)?</i></p>	

Keep the faith! If your ritual has become routine you can focus on a new ritual – choose the one which has largest impact on your life.