



Self Managed Development

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Inhaltsverzeichnis

	Seite
◆ Switching roles in leadership position	4
◆ Content – Overview	5
◆ Introductory Round	6
◆ Meeting Rules	10
◆ Group work 1	12
◆ Group work 2	16
◆ Responsibility	17
- Four biggest challenges	22
- Characteristics of high achievers	24
- Thumb Exercise	30
◆ Introduction to time management	37
- Iceberg Principle	37
- Don't work hard	38
◆ Steps to personal success	39
- Vision	40
- Goal	43
- Priority	46
- Strategy	52
- Daily activity planner	54

**We must become the change
we want to see.**

Mahatma Gandhi

Switching Roles In Leadership Positions

- ◆ Yesterday → Knowledge equals power.
- ◆ Today and tomorrow → The one,
 - ... who enables others to share their knowledge,
 - ... who manages complex situations
 - ... and who creates trust

is a powerful leader!

We Would Like To Work With You On The Following:

- ◆ **Management** **How do you form an opinion?**
- ◆ **Leadership** **What do you do so that others follow you?**
- ◆ **Management** **How do you continuously learn?**
- ◆ **Leadership** **How do you put yourself into the spotlight?**
- ◆ **Management** **Everyone can be seen in the orga chart.**
- ◆ **Leadership** **How do I affect others?**

Introductory Round - Introduction

- ◆ Who are **YOU**? – Describe yourself as the professional you would like to become!
- ◆ How would you rate your **willingness** to change on a scale from 1 (low) to 10 (high)?
- ◆ How would you rate your **ability** to change on a scale from 1 to 10?
- ◆ What are your **personal** drivers of change?
- ◆ What are you willing to give up – **forever**?

- ◆ What has **prevented** you from becoming the professional you would like to become?
 - ◆ Why are you here?
 - ◆ What are you going to **contribute**?
- ◆ Please repeat three core statements from your previous colleague!
- ◆ Throw the ball → choose the next one!

Introductory Round - Process

Prep Time: **10 min.**

Presentation Time: **max. 03 min.**

Throw the ball to someone other than one of your direct neighbours.

Introductory Round - Realization

- ◆ Who are **YOU**? – Describe yourself as the professional you would like to become!
- ◆ How would you rate your **willingness** to change on a scale from 1 (low) to 10 (high)?
- ◆ How would you rate your **ability** to change on a scale from 1 to 10?
- ◆ What are your **personal** drivers of change?
- ◆ What are you willing to give up – **forever**?

- ◆ What has **prevented** you from becoming the professional you would like to become?
 - ◆ Why are you here?
 - ◆ What are you going to **contribute**?
- ◆ Please repeat three core statements from your previous colleague!
- ◆ Throw the ball → choose the next one!

Listening to **answer**
versus
Listening to **understand!**

Meeting Rules

- ◆ Everything is possible – NO taboos!
- ◆ You are a 100 % responsible for the outcome at all times!
- ◆ Participate and respect the otherness of the other!
- ◆ Share in abundance!
- ◆ Confidentiality → Everything personal stays in this room!
- ◆ Trust the process!
- ◆ Have FUN and enjoy!!!

Meeting Rules

**... and please don't forget to
turn on your mobile phones and
Blackberrys during breaks and
after the meeting tonight !**

Group Work: 6 Participants / Group

Individual work – 10 min. – **NO interaction with others!**

Please describe yourself following the criteria below:

- ◆ **Who am I and what effects do I have on others?**
- ◆ **What are my core personality traits?**
- ◆ **Who am I as a professional?**
- ◆ **Who am I as a private person? –
What do I do when I am not working?**

Group Work: 6 Participants / Group

Share your description of yourself within the group

Description of yourself

- ◆ **Who am I and what effects do I have on others?**
- ◆ **What are my core personality traits?**
- ◆ **Who am I as a professional?**
- ◆ **Who am I as a private person? –
What do I do when I am not working?**

Plenary

Discussion

- ♦ **How did you feel describing yourself?**
- ♦ **Where did you feel at ease and where did you encounter difficulties in describing yourself?**
- ♦ **Where do you see a need for personal development?**
- ♦ **Any ideas or suggestions by everyone are welcome at this point.**

Flip

- ◆ Body, e.g. white skin
- ◆ Emotions, e.g. cool, vulnerable etc.
- ◆ Thinking types, e.g. analytical etc.
- ◆ Social Environment, e.g. preference to be alone versus with others
- ◆ Work and Accomplishments, e.g. focus of activities
- ◆ Core values, e.g. reliability, material safety, etc.

Group Work: 3 Participants / Group

Succession Planning

- ◆ What are the criteria to climb the ladder at?
- ◆ What are my personal criteria to promote someone ?

**Everyone can be
a force of change.**

Bianca Jagger

So can **YOU** !!!

Let's start with YOU !

Responsibility ...

what does it mean
to YOU?

Let's start with YOU !

Responsibility ...

means
to have the **ability** to choose **YOUR**
response!

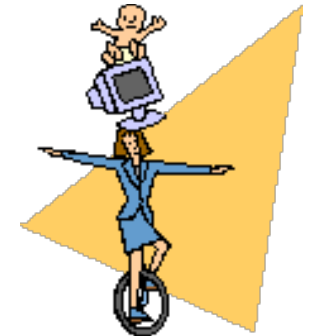
Let's have a closer look at ...

Responsibility ...

and THE POWER OF FOCUS

Four Biggest Challenges People Are Facing Today

- ▶ Time pressure
- ▶ Financial
- ▶ Lack of balance between work and family
- ▶ Change and peoples' resistance to it



“You can’t hire people
to do your push ups for you!”

Jack Canfield



Four Major Characteristics Of High Achievers

- ▶ 100 % responsibility at all times
- ▶ Unusual clarity
- ▶ Effective habits = Disciplines of success
- ▶ Accountability Support Systems



Where Does Time Go?

- ▶ 1 hour TV/day → 365 hrs./year → 9,12 work weeks → 22,8 days
- ▶ 2 hrs. TV/day → 730 hrs./year → 18,25 work weeks → 45,6 days
- ▶ 3 hrs. TV/day → 1095 hrs./ year → 27,38 work weeks → 68,4 days

100 % Responsibility...

▶ $E + R = O$

Event + Response = Outcome

▶ blame the event ...

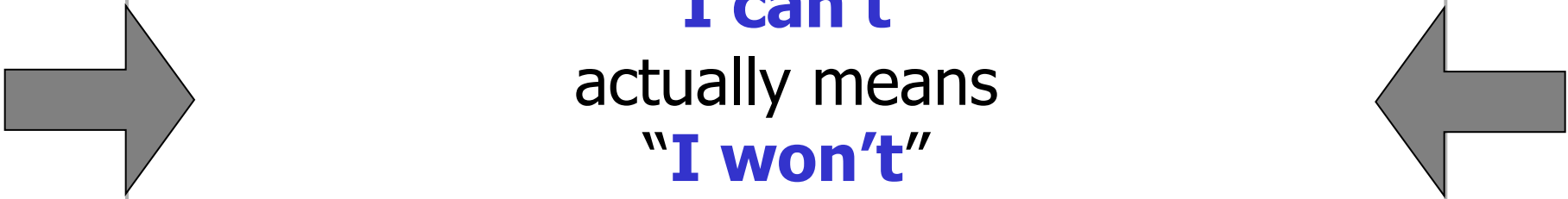
or

change means that **YOU** change !!!!

If you want a different outcome
YOU have to change your responses!

100 % Responsibility ...:

You have to give up
“**I can't** ...” and / or “**I won't** ...”



“**I can't**”
actually means
“**I won't**”

100 % Responsibility ...:

Commit to the goal a 100 %!

Don't think about the
HOW !!!

100 % Responsibility ...:

How badly do you really want it?

It's not an obstacle.
It's just a problem
to be solved.

Thumb-Exercise

100 % Responsibility ...:



Start pursuing your new behavior within
72 hours

and repeat it **30 times!**



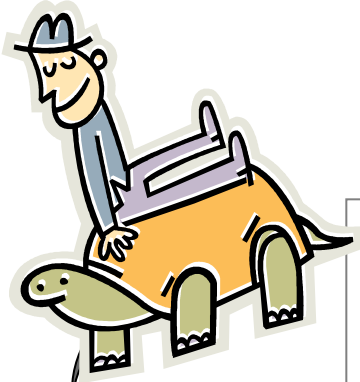
Now hold your new behavior
for 13 weeks
and it stays!



We are **victims of our habits ...**

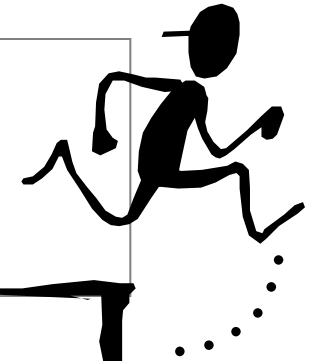
(Restaurant – Exercise)





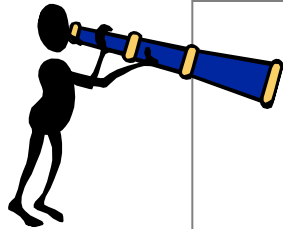
... and we'd rather be comfortable

than do what is necessary



to get what we want!

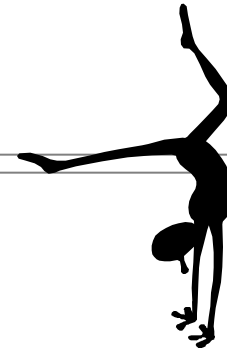




Winners
are those people



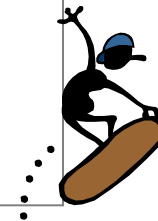
who make a habit of



doing the things



Losers
are uncomfortable doing!



Reflection Of 100% Responsibility

Individual work

- ◆ What did I learn just now ?
- ◆ What was my initial “aha” – experience ?
- ◆ What are my next steps ?
- ◆ When will I begin ?

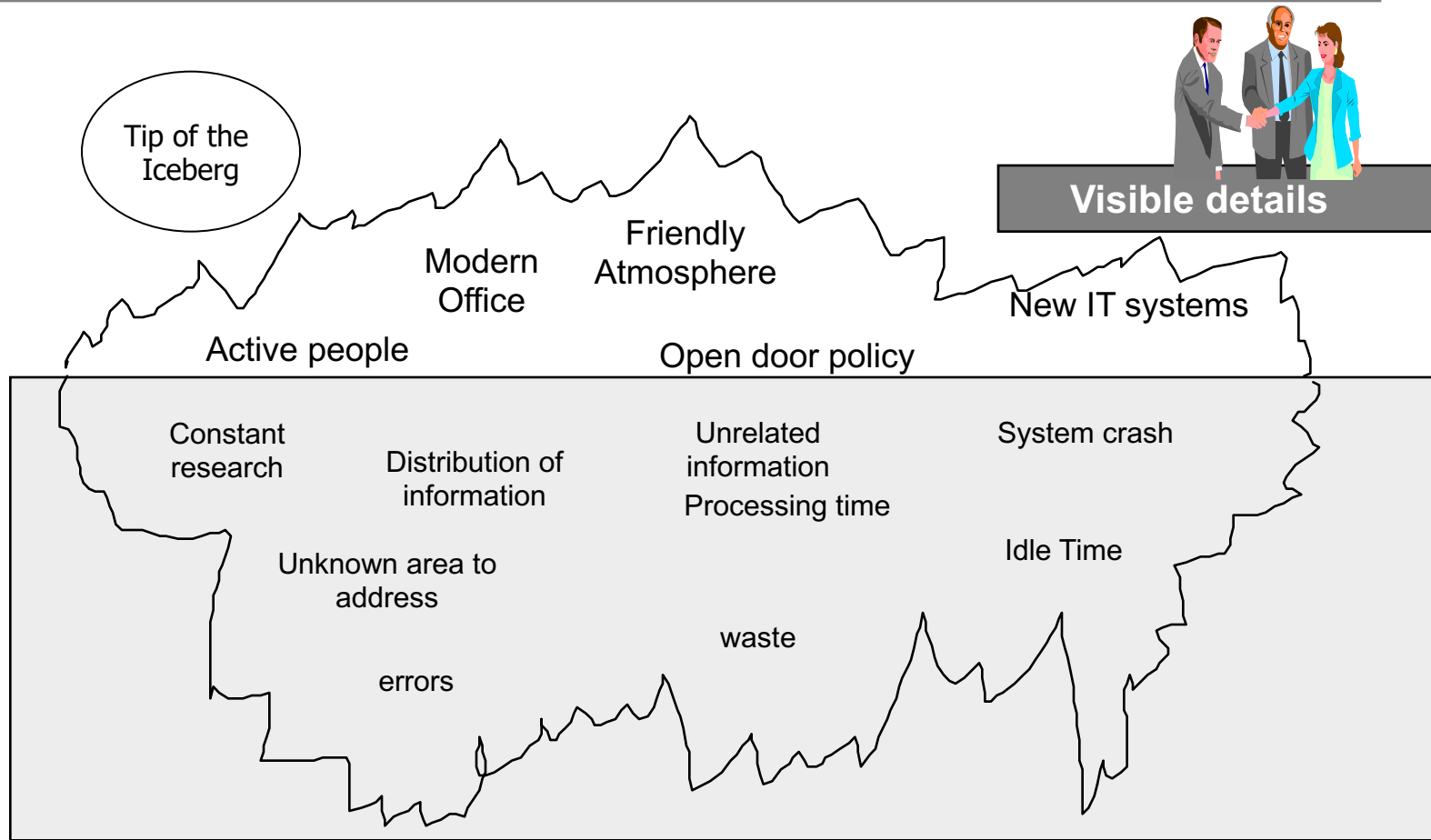
30 min.

Workshop-Feedback

- ➔ What are my most important take-aways from these past two days?
- ➔ How did I experience the process, the facilitation and the atmosphere of this workshop?

Any comments ...

Iceberg Principle – In Your Life



Source: Kaizen Institute

What do you find below the surface?

Time ...

“Don't work hard –
work smart.”

Six Steps To Personal Success

1. Vision

2. Targets

3. Priorities

4. Strategy

5. Plan

6. Transfer to your daily routine

1. Vision (1/3)

- ◆ Vision - difference between a dream and a vision

- ◆ Business / Company Vision

1. Vision (2/3)

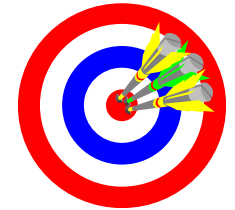
- ◆ Personal / Private Vision

- ◆ Pillars of Life - Please develop criteria

1. Vision (3/3)

◆ Personal Mission Statement

2. Efficient or Effective?



To do things right

→ **efficient**

To do the right things

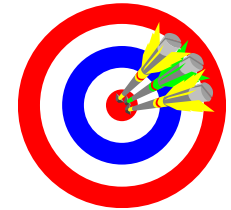
→ **effective."**

How To Set Goals

- ◆ Risk and Reality assessment
- ◆ Present situation
- ◆ Future situation
- ◆ SMART goals
- ◆ Short term, medium term and long term goals

Goal Profile

Excellent achievable goals are smart



S

... specific

M

... measurable

A

... attractive, attainable

R

... realistic

T

... timely

Source: Ochsner (1987), S. 10 ff.

3. Priority Model

- ◆ Price – Value for Money
- ◆ Expenses - Profit
- ◆ Matrix - Procedure
- ◆ ABC – Analysis

Why Is It So Difficult To Prioritize?

**The manager works longer hours
but
his/her productivity does not increase.**

Why Is It So Difficult To Prioritize? (1/4)

6 priority traps

Trap 1: Individuals who see everything as urgent
→ **we end up doing the urgent & forget the important**

Trap 2: Putting out fires is fun as
→ **We like to see ourselves managing crises, so we appear important.**
In reality you are a good manager if there is no fire.

Source: Scott (1998), S. 12 ff

Why Is It So Difficult To Prioritize? (2/4)

Putting out fires is fun...



...we like to see ourselves
managing crises

Why Is It So Difficult To Prioritize? (3/4)

- Trap 3: **Putting out fires creates an adrenalin rush. When you come down, it is difficult to regain the same level of concentration.**
- Trap 4: **People who manage crises are promoted. The sparkle will fizzle out.**

Why Is It So Difficult To Prioritize? (4/4)

Trap 5: **Dealing with the things you know
rather than dealing with the necessary and the new.**

Trap 6: **We like quick rewards.**

4. Strategy (1/2)

- ◆ Use The Golden Hours

- ◆ Do Unpleasant Things First

4. Strategy (2/2)

- ◆ Saw Tooth Effect For Optimum Concentration

- ◆ Plan Only Half The Day

5. Daily Activity Planner

Priority	Duration	Sequence	Activity	Completed