

Summary Sheets – “A” leaders will be providing a summary sheet to each group member – make sure to read chapter 2

1 Vision & clear picture of current reality learn to keep both a personal & professional vision.

- a) What kind of people do you want to work with?
- b) What kind of product or service do you want to create?
- c) Where to you want to work:?
- d) What do you want to do when you are working!!!???

NOTE GOOD RESOURCE: Boles, Richard – *The People You Work With?* – What color is your Parachute?

Personal Mastery Vocabulary

Tension (creative tension) you must **see** what must change for results

Tension (emotional tension) belief that we are unworthy / powerless to obtain deepest aspirations

YOU NEED A NEW VISION IF:

- You are confused about your purpose?
- You are not having fun anymore
- Others are wondering about you...
- You are out of sync with trends...
- You have no pride these days..
- Excessive risk avoidance – try new things ☹
- Lack of trust & respect (you of others and vice versa)

NOTE GOOD RESOURCE: Nanus, Burt, *Visionary leadership* 1992.

VISION BLOCKS

- I can't have what I want...
- I want what someone else has...
- It doesn't matter what I want...
- I already have what I want...
- I am afraid of what I want...
- I don't know what I want...

BARRIERS TO THE TRUTH

Does your need to tell the truth clash with loyalty to the system??

Loyalties: to the boss, attitudes about what is important, rewards / incentives.

Personal Mastery needs of an organization

3 BARRIERS TO THE TRUTH

1. Systematic blocks that prevent speaking out (frowns, put-downs, sarcastic humor, gruntwork, demotions)
 2. No training to help with difficult announcements (provide training after the “doom & gloom” speech about how to get through the problem)
 3. Telling all the difficult details... (leaders can retain loyalty to the spirit of the organization without revealing all the nasty information)
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