



**Leading Self**

Leading Others

Leading Organizations

“Remember always that you have not only the right to be an individual; you have an obligation to be one. You cannot make any useful contribution in life unless you do this.”

Eleanor Roosevelt

## Leading Self

At N Vision, we believe that leadership is a dynamic process and that in every human transaction, someone is leading and someone is following. We agree with leadership scholars James Kouzes and Barry Posner that “**leadership is everyone’s business**”<sup>1</sup> – not just the realm of a select few. Empowerment of individuals is a top priority for many organizations that realize that a command-and-control leadership style is not the way to get the most out of their people. Yet, it takes a profound mental shift for an individual to understand and believe that they are the ultimate source of what happens to them and take personal responsibility for this. What could your organization achieve if all of your people understood, embraced and practiced this?

**Leading Self** falls within our Individual Contributor/Operational Leader Level<sup>2</sup> and includes the following leadership learning areas:

- Personal and Organizational Effectiveness
- Presenting Effectively
- Negotiating for Results
- Working Effectively in Teams
- Consultative Selling Skills
- Discovering the Leader in Me

The ability to **lead self** effectively has been continuously addressed in recent years. We borrow from Peter Senge<sup>3</sup> who refers to this as “**Personal Mastery**.” We agree with him wholeheartedly on three core identifying characteristics of people who have achieved a high degree of personal mastery: (1) they work with the forces of change instead of resisting it, (2) they feel connected to others and to life itself and (3) they feel that they are part of a larger creative process that they can influence but cannot unilaterally control.

## The Leading Self Objectives

Our **Leading Self** learning solutions are clearly aligned with our other two key leadership frameworks<sup>4</sup> **Leading Others** and **Leading Organizations** which are described elsewhere. While people and management development skill building is core to the **Leading Self** framework, learners will also develop clarity and direction through their **Leading Self** inquiry:

- What do I belong to in terms of vision, goals, values and culture?
- What is expected of me?
- How am I measured? How do I prioritize and work effectively?
- How do I engage with people?
- How do I need to develop myself and my skills?
- Who do I need to influence and how?

<sup>1</sup> See “The Leadership Challenge”, James Kouzes and Barry Posner.

<sup>2</sup> See our PACE & PRACTICE<sup>2</sup> for additional details on leadership levels.

<sup>3</sup> See „The Fifth Discipline”, Peter Senge.

<sup>4</sup> See our PACE & PRACTICE<sup>2</sup> for details on the leadership pathways.

## Methodology and Approach

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**Leading Self** is a highly personal journey and leads to increased self-awareness and mastery of key management and leadership skills. Developing self-awareness is essential to learn to lead from your strengths, to become more aware of your weaknesses and develop strategies so that weaknesses don't become a limitation. This helps people develop a much deeper level of understanding of the assumptions they make about how they influence, lead and interact with others.

At the end of the day, everything comes down to individual leadership. This means we have to know who we are as an individual and how we want to be. Until this becomes clear, and it may take a long time, individual potential contribution stays, at best, a far goal. **Leading Self** is not a lower order than leading others or leading organizations. **Leading Self** is the ultimate prize of life. It is not only central to organizational success; it is central to positive and joyous survival and success in life.

In today's business environment there are countless opportunities for everyone to truly make a difference in their organization. **Leading Self** means making contributions that count; with a colleague, with a customer, in product development, and so on. These are the doers in every organization. All great strategies and plans mean nothing unless the last link - the population of doers - do the right things, with the right people at the right time.

We carefully ensure that learning solutions that we co-create in **Leading Self** meet both the needs of the learners and your organization. We will define, with you, how this learning solves a problem in your

organization or helps create additional benefits for your clients, whether they are internal or external.

**Leading Self** is about getting back to the basics. Management skills that are sometimes simple, but this doesn't mean they are easy to master. Presenting effectively, negotiating with international clients, helping technical people sell business solutions, managing cultural diversity for profit and becoming more personally effective are some of the **Leading Self** learning solutions.

Key players in all important business functions, R & D, sales & marketing, production, IT, supply chain management, and purchasing can profit from these dynamic and energizing learning interventions.

Leadership, after all, begins with each of us.

"After the program I feel that I am on the right track."

**M.D. Sony Ericsson (Personal Effectiveness)**

"The full range of presentation skills was covered."

**P.R. Fujitsu Siemens Computers (Presenting Effectively)**

"I was very pleased with how we spent the time on the subject and I think we managed to stir up quite a lot of discussions – it was a clear success."

**M.L. Oracle Deutschland (Working Effectively in International Groups)**

"I learned a lot about the customer's role and decision making."

**H.C. Freescale Deutschland (Negotiating for Results)**

### N Vision Learning Solutions and Events

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At N Vision Learning Solutions, we create radical learning solutions in the original meaning of the word: **getting to the roots**. The Leading Self learning framework forms the roots from which future leadership learning grows. We are convinced that leading self effectively is a prerequisite to truly leading others. With the solid roots planted here, tomorrow's leaders navigate their leadership pathway more successfully. What follows are brief descriptions of a few key interventions we believe can greatly improve personal performance and your business results.

#### **Personal Effectiveness**

If you want to be successful today, you have to be able to do more in less time, as compared to, say, a decade ago. At some point, however, it's not about working harder, it's about working differently. Aligning personal, team and strategic objectives to set priorities, leveraging proven time management principles and learning to say "no" are central to this learning intervention. The central objective of this learning event is to help people spend their time doing what matters most.

#### **Presenting and Convincing Effectively**

Presenting your ideas, products and services convincingly is an essential business skill. Successful communicators recognize that it is not always the most effective solution that wins but the one presented most effectively. We enable people to craft high impact presentations that address the needs and expectations of their target audience. You get your message across and create business when people know who you are and what you can do for them. A "must learning intervention" for those who aspire to lead themselves in an exceptional way.

#### **Working Effectively in Teams**

The ability to get people who think differently to work together and produce exceptional results has become one of the most sought after skills in today's organization. We enable leaders and members of international projects, teams and groups to truly leverage their teams for higher performance and greater personal meaning. Creating team identity and purpose, developing a results-driven structure and profiting from their standards of excellence are hallmarks of this learning solution.

#### **Negotiating for Results**

Successful negotiation, in our book, is a creative process of managing differences to reach beneficial outcomes, ideally for all parties. Our negotiation programs help leaders master the Win-Win Harvard Model as well as provide a set of "street smart" skills when your partner doesn't want to play win-win. This learning event is aimed at people who recognize that effective negotiation skills are a vital part of their leading self development.

#### **Discovering the Leader in Me**

Personal Mastery means leading yourself for results and setting the example for others. New or potential leaders begin (or continue!) their journey of developing self-awareness, what they stand for and their capability as a leader. Each person develops a deeper understanding of the assumptions they make about how they influence others and how this impacts their leadership effectiveness. This learning event helps people understand what must take place to be successful in their move from an individual contributor to a first time leader.