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WORKBOOK RESPONSIBILITY

Showing responsibility for decisions made, for employees
and for oneself

Illustrations:
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Responsibility is the second of five books in the D.R.E.A.M. of LEADERS® publication series.

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*“You are not only responsible for what you do,
but for what you don't do as well.” ¹*
Lao Tzu (Chinese philosopher)

Dear Reader,

Thank you for choosing our second workbook addressing the topic of Responsibility. Perhaps you have already read our book *D.R.E.A.M. of LEADERS® Leadership is not an Illusion* as well as our other four workbooks.

Should that not be the case, and you're now wondering what this *D.R.E.A.M. of LEADERS®* actually is, then let us fill you in. For more than 15 years, Liscia Consulting promotes people, guiding them in their professional development. For us, there is no greater honor. Thus, we have made cultivating leaders our primary responsibility, most specifically, by developing the D.R.E.A.M. Formula²:

- D** Dedication: Wholehearted commitment to mission, 24 hours a day
- R** Responsibility: Assuming full responsibility for your decisions, for your staff and for yourself
- E** Education: Ensuring you and your staff evolve
- A** Attitude: Living and communicating your personal mindset (philosophy) and values
- M** Motivation: Commitment as the foundation of all deeds

The D.R.E.A.M. Formula acronym can also be understood as a checklist, illustrating the self-concept of a leader. It is how leadership can be understood and lived. This is a highly complex and many-layered topic. Thus, our book, *D.R.E.A.M.*

of *LEADERS® Leadership is not an Illusion* could render but a first impression of our understanding of leadership. In the meantime, we have published a separate workbook to each of the letters in the D.R.E.A.M. Formula, going further into certain aspects, providing more examples and worksheets at the end of each chapter for practical application of knowledge gained. Please use your e-book reader's note or comment function to work on the worksheets or use a separate piece of paper. The workbooks are intentionally structured to be used independently of the first book. The chapters' basic structure has been maintained, expanded with additional examples. So, reading the other books is not a prerequisite to working with this one.

This workbook goes into a leader's responsibility for his employees' quality of life and how he can fulfill this responsibility during transitional processes, with the aid of *story changing®*. A leader is also responsible for his own mental and physical resources, as well as those of his workers. The final chapter addresses sustainability.³

We wish you enlightening enjoyment reading and learning!



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- ¹ Unspecified quotes are taken from *Book of Quotations* (Bassermann-Verlag, 2013) or from digital quote collections.
 - ² D.R.E.A.M.-Formel® is a protected trademark owned by Liscia Consulting and registered with the German Patent and Trademark Office.
 - ³ To enhance readability, we have alternated masculine and feminine non-specific personal pronouns per chapter. Hence, in this context, we consider both genders gender-neutral and hope they are understood as such.

R → Responsibility



LISCIA: Do your employees look forward to the end of the workday?

CEO: Of course! It'd be weird otherwise, wouldn't it?

LISCIA: Do you look forward to to the end of your workday?

CEO: Heavens, yes! I can't wait to get out of here!

LISCIA: Too bad.

CEO: Huh?

Employees' quality of life

Our concept of a leader is someone who makes a decisive contribution to his employees' well-being in a variety of day to day professional areas. Let us look at this more closely.

An important aspect of this responsibility is the employees' quality of life. This is a broad topic, so we would like to focus on one example often cited on our sector, as it aptly and concisely describes problems surrounding the work-life balance. A leader should design a work environment in which co-workers look forward to going home each evening - as opposed to looking forward to finally getting off work. What may look like a case of semantic dogmatism at first glance, makes all the difference when viewed up close.

Certainly, it is completely normal and understandable to look forward to quitting time. It is also important to be able to truly relax and enjoy leisure time. An employee perceiving her work as nothing but a permanent strain

because, for example, she is caught in a dysfunctional trust relationship with her boss who leaves her no leeway for self-expression, will get up in the morning loathing her job and bring that aversion to work with her. There, she concentrates on getting through the day instead of focusing on the work at hand, wishing the hours would go by faster so she can finally go home.

This situation quickly becomes a vicious circle. The employee leaves her work-place frustrated. She cannot recollect having achieved anything satisfying or successful over the past hours. Quite the opposite. She goes home feeling thwarted and disgruntled, making it hard to enjoy the leisure time she so longed for at work. Her energy is devoured by thoughts revolving around her vexing work situation and eventually she will be too exhausted to make appropriate use of her free time. Just as a negative work environment can make a co-worker's private life miserable, a satisfying workday can enrich employees' leisure time. We all know times of stress and strain, but the satisfaction of masterfully overcoming obstacles, and having this feeling mirrored by superiors and colleagues, is not only an excellent motivator the following work day, it also charges us with energy for our private lives.

The endocrinologist Hans Selye coined the terms *eustress* and *distress* to describe these two conditions. He defined eustress as a physical-emotional state arising from positive challenges. Eustress is beneficial to body and soul. i.e. positive stress. It is diametrically opposed to distress, which debilitates the organism, with long-term exposure leading to complete exhaustion (burnout syndrome).⁴

Thus, it is more than gratifying when, at the end of a stressful but basically satisfying day at work, your employees look forward to going home. They leave with a feeling of achievement, bringing positive energy to their free time. These co-workers don't try to shut out the