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DISCOVERING THE LEADER IN YOU

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DISCOVERING THE LEADER IN YOU WORKBOOK

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PREFACE

The best leaders are committed to continually improving themselves and others in their organization and community and to undertaking a leadership journey that is an ongoing, dynamic process without a clear beginning, middle, and end. Whether you are currently a leader or aspire to a leadership position, this workbook will help you take that journey by providing a systematic process for discovering who you are as a leader and making more conscious choices about why, when, how, and where you lead.

This workbook is based on concepts in CCL's best-selling book, *Discovering the Leader in You, New and Revised Edition*. Although you do not have to be intimately familiar with the book to benefit from the workbook, we recommend that the impact will be greatest if you obtain copies of both the book and the workbook. You might want to read the book before starting the workbook; after you finish the workbook, you can use the book to explore areas that you would like to develop.

LEARNING OBJECTIVES

When you complete this workbook, you will be able to:

- Clarify your purpose for leading, based on a clear leadership vision and a core set of values
- Articulate your leadership strengths and areas for development
- Understand who you are as a leader in the context of both your work and personal life

- Determine when and why you feel unclear or stuck in your leadership journey
- Develop, use, and monitor an action plan for becoming the best leader you can be

If you have objectives that are not listed above, write them here:

ABOUT THE WORKBOOK

Each of the seven chapters of the workbook except Chapter One, which establishes the context, and Chapter Seven, which helps you pull everything together, has the following sections:

- A brief introduction to set the stage
- “What’s in This Chapter?”—a quick preview of the chapter content
- “Learning Objectives”—what you will accomplish by doing the activities in the chapter
- “Your Current State”—questions and activities that help you focus on where you are now in relation to the topic
- “Explore the Topic”—questions and activities to help you reflect on, think through, assess, and articulate your experiences, thoughts, ideas, and perspectives
- “Expand Your Learning”—additional questions and activities that require more time and, often, the input of others
- “Themes and Patterns”—questions and activities to pull together what you have learned and reflect on what it means in terms of your leadership journey
- “Now What?”—questions and activities to help you think about how you will use what you have learned
- “What’s Next?”—a brief preview of the next chapter

Here's an overview of the chapter topics:

- *Chapter One: Where Does Leadership Fit in Your Life?* Sets the context for the workbook by helping you think about where you are now as a leader; explains the concept of drift, which can derail even otherwise successful leaders; and describes the Discovering the Leadership Framework on which both the workbook and the book are based
- *Chapter Two: Organizational Realities, Demands, and Expectations.* Examines the importance of understanding trends in organizational life and their impact on you as a leader, differing perspectives on leadership, and the potential costs of leadership
- *Chapter Three: Your Leadership Vision.* Helps you develop a clear, compelling leadership vision that is connected to your personal vision and can clarify your actions and choices
- *Chapter Four: Your Leadership Motivations and Values.* Provides insights into the motivations and core values that drive your leadership
- *Chapter Five: Your Leadership Profile.* Helps you explore the personal styles, competencies, responses to change, and work experiences that have an impact on your leadership and the leadership choices that you make
- *Chapter Six: Personal Realities, Demands, and Expectations.* Examines key factors, demands, needs, and expectations in your personal life that influence and shape your leadership
- *Chapter Seven: Action Planning.* Helps you pull together everything that you have learned, develop an action plan for moving forward, and consider the implications of what you have discovered for future decisions you make about your leadership

ABOUT THE ACTIVITIES

This workbook includes a variety of questions and exercises to help you think about, examine, explore, and discover concepts and issues related to yourself as a leader. You can complete most of the activities while you are going through

the workbook; others require more time, and some involve other people. So that you can get the most out of the workbook, we encourage you to do all the activities, do them thoughtfully, and be as honest as you can with yourself throughout the process.

KEEP A LEADERSHIP JOURNAL

To expand your learning, we encourage you to keep a leadership journal, both while you are completing this workbook and as you continue on your evolving leadership journey. Your journal might be a notebook that you carry around with you or a file on your laptop or mobile electronic device. Use it to record your thoughts, ideas, and observations. Leadership development is an ongoing process, and keeping a journal can be an important part of that process.

WORKING WITH OTHERS

Although this workbook is designed so that you can go through it on your own, people often find that the leadership journey is more rewarding when they work with others. Here are some suggested ways to reap the benefits of working with others:

- Go through the workbook with a coach or mentor who can help guide you through the activities and serve as a sounding board.
- Meet informally with colleagues who are going through the workbook to discuss the concepts and activities and give one another feedback.
- Use the workbook in a formal class or training program.

BEFORE YOU BEGIN

To prepare for the work you are about to do, consider these questions:

1. People become leaders in many ways: for example, by assuming a formal leadership position; assuming an informal leadership role; being asked to take

on a leadership role; or volunteering to be the leader in a specific situation. If you are already a leader, how did you become a leader? Also, briefly describe your current leadership role.

If you are not currently in a leadership role, describe one or more times when you have been in a formal or informal leadership role in the past. For example, have you been a manager or supervisor in an organization? Led a task group or committee? Coached a soccer team? Chaired a volunteer association board?

2. Your attitude toward developmental experiences shapes those experiences. Take a few moments to think about how you feel about the development process in general and going through this workbook in particular. Which of the following statements most closely describes your feelings?

- ☐ I enjoy developmental opportunities such as this one. They offer a pleasant break from my routine.
- ☐ I welcome the chance to learn more about myself and how I can be more effective in my work. I am prepared to focus my attention and energy on this workbook.
- ☐ Although I can understand the benefits of this type of development, it takes time and energy away from my important work.



If you checked the first or second box, you're ready to begin. If you checked the third box, you may want to come back to the workbook at a time when your workload is more conducive to making an investment in a development process.

We wish you much success in your journey to discover the leader in you!