

Purpose-Driven Leadership



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Templates for the Leadership Training Bootcamp

Your current leadership challenges

*What are current challenges and critical situations for me as a team leader?
During training: Which 'experiments' can I try that aim to improve my challenges?*

Current challenges

Solution experiments

Our hints: Are there colleagues you always seem to struggle with? Why? Which past/upcoming situations do you not quite feel ready to 'lead'? What keeps you awake at night (related to your work and role)? Be as specific as possible...

Goal setting for my leadership development

For your 'journey' of leadership development, take notes of lessons learned during the training, define which objectives you want to pursue, and which experiments will help you achieve these

Lessons learned

Strengths

Values

Impact

What have I learned about myself, leadership, challenges, etc.?

Objectives

Strengths to leverage

Development Opp'ties

What do I want to work on?
What's an ideal outcome?

Experiments



Which experiments do I want to try?
How do I know its working?

zentor Leadership Profile Self-Assessment

	ZLP score	I do well...	I feel less sure about...
Psychological Safety			
Effective Collaboration			
Individual Motivation			
Direction and Purpose			
Self-Competence			

zentor Leadership Profile Team Assessment

	ZLP score	They do well...	They feel less sure about...
Psychological Safety			
Effective Collaboration			
Individual Motivation			
Direction and Purpose			
Self-Competence			

Focus areas for my leadership development

Based on my Self- and Team-Assessment, which strengths do I want to further expand and apply, and which development opportunities do I want to tackle in the next few months

Strengths I want to leverage

Development opportunities to focus on

Our hints: For strengths, focus on your team feedback and what others (friends, colleagues) tell you, as sometimes we aren't aware of our own 'signature' strengths. For development look at mismatch between self and team assessment

Exercise on psychological safety: Showing vulnerability

Reflect: What are my hidden worries? Where do I feel particularly inadequate or think everyone else is much better than me? Then share (the ones you feel ok to share). What would happen, if I revealed (more than) these?

My hidden worries

What would happen if I revealed more?

Our hints: Start to reflect your hidden worries individually: Where do I feel particularly inadequate / that everyone else is much better? Share the worries you feel ok to share with your buddy and reflect: What did I not reveal and what would happen if I did? What's the best / worst that could happen? How would that feel / how would I mitigate?

A Team Charter to align on shared values, expectations and ground rules

Team values

What we believe in and expect others to portray

Expectations / goals

What we hope to achieve with the project / by the end of the program

Further ground rules

Specific rules we want to abide by
Dos & Dents

Our hints: Team values should be developed bottom-up and **shared to by everyone** in the team to be effective (consider a team Purpose Bootcamp), expectations / goals can be more 'top-down', ground rules brainstormed in a team session

Manager on a page for:

The aim of this page is to share with you the things I have learned about myself such as my working style, preferences, and expectations I have in a professional context. It is meant to make your life easier when working with me by making implicit things explicit and reducing the potential for misunderstanding. You can think of it as a 'How-To manual' for how to deal with me in my role as your manager.*

What you should know about me

Parts of my personality, what matters to me and how I work

How I like to operate

My preferences and expectations for working together

Defining moments

*What were the defining positive & negative moments in your life?
Which experiences left a lasting impression?*



Hints

- *Focus on defining moments: Insight, change, pride, euphoria, sadness, shock...*
- *The more specific the better (when, what, how, who, which takeaway, which feeling ...?)*
- *List doesn't have to complete (but suggest top/bottom 3 defining moments)*

Find patterns for defining moment _____

Question	Notes	Patterns? Strengths – Values – Impact
a What makes this moment so special?		
b When this moment happened, what exactly did you feel?		
c Who was there and how did that affect your experience?		
d Which 'role' did you play, what was your contribution?		
e What was important to you, what was easy or difficult?		
f What did you learn about yourself from this moment?		

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Identify your signature strengths, values, and impact to further develop your Purpose-Driven Leadership

Signature Strengths

What you can do well, consider to be easy and are appreciated for

Values

What is important to you and get angry when others disregard it

Impact

The impact you have on others and what you receive as feedback

Our hints: Start to view this list as a working document as you progress in the training and online course. As you learn more, reflect which of these of your unique characteristics can help you **further develop your leadership**

Online course 'Finding Purpose': Create your Purpose Statement at your own pace

(to make a positive impact which extends beyond me and reflects who I am)

My purpose is

(applying my strengths to something I care about)

... by

How to communicate with different personality types, e.g. under stress

How can we **overcome and manage** some of the challenges with different personality types

80/20?

- Slow down and show big picture/context, objectivity
- Set clear expectations, but ask to respect other people's emotions
- Build bridges to integrate in team (using data, figures, facts)



- Appreciate and respect their stance on values
- Acknowledge desire for harmony / avoid possible personal conflict
- Calm down through tone and behavior



Saying no?

Letting go?

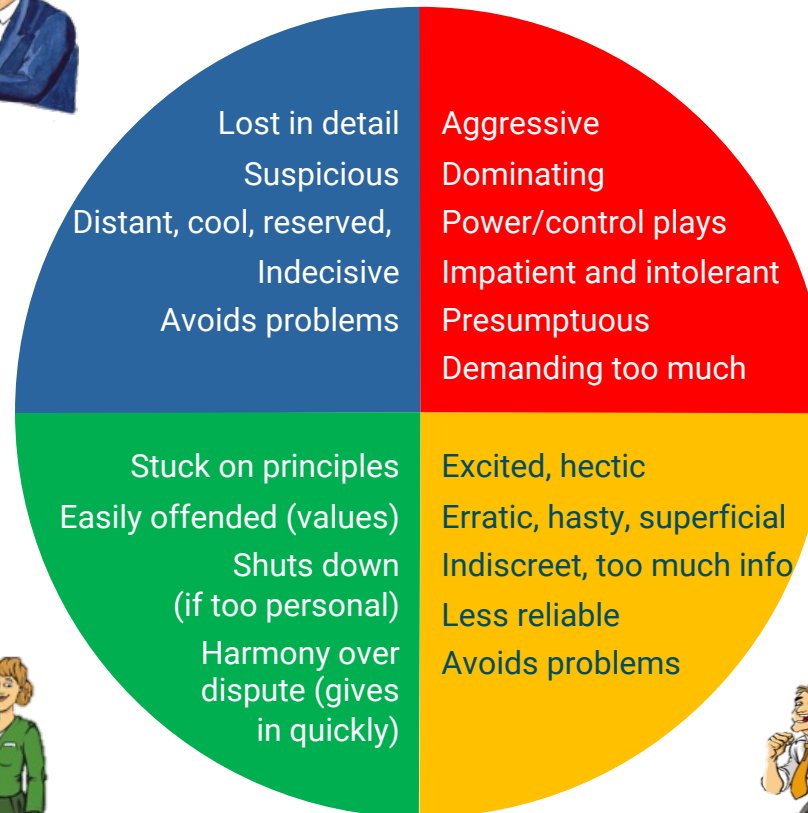
- Be direct in what you want (and think), with factual orientation
- Avoid ambiguity or indecisiveness (maybe, we'll see, ...)



- Set clear boundaries
- Help them to stay structured and focused
- Balance share of voice
- Challenge ideas for specificity and details



Self management?



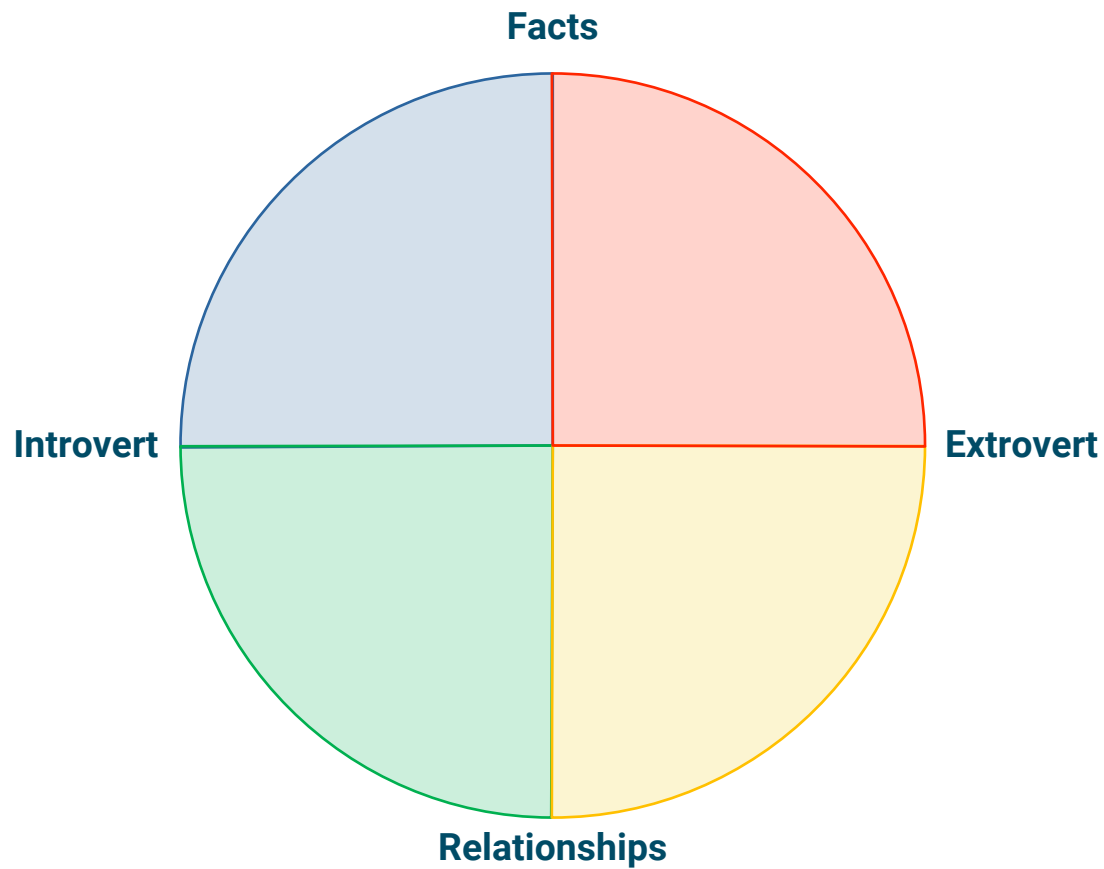
Source: INSIGHTS MDI ®

How to communicate with different personality types

Personality

Where am I in this circle (can span 2 colors)?

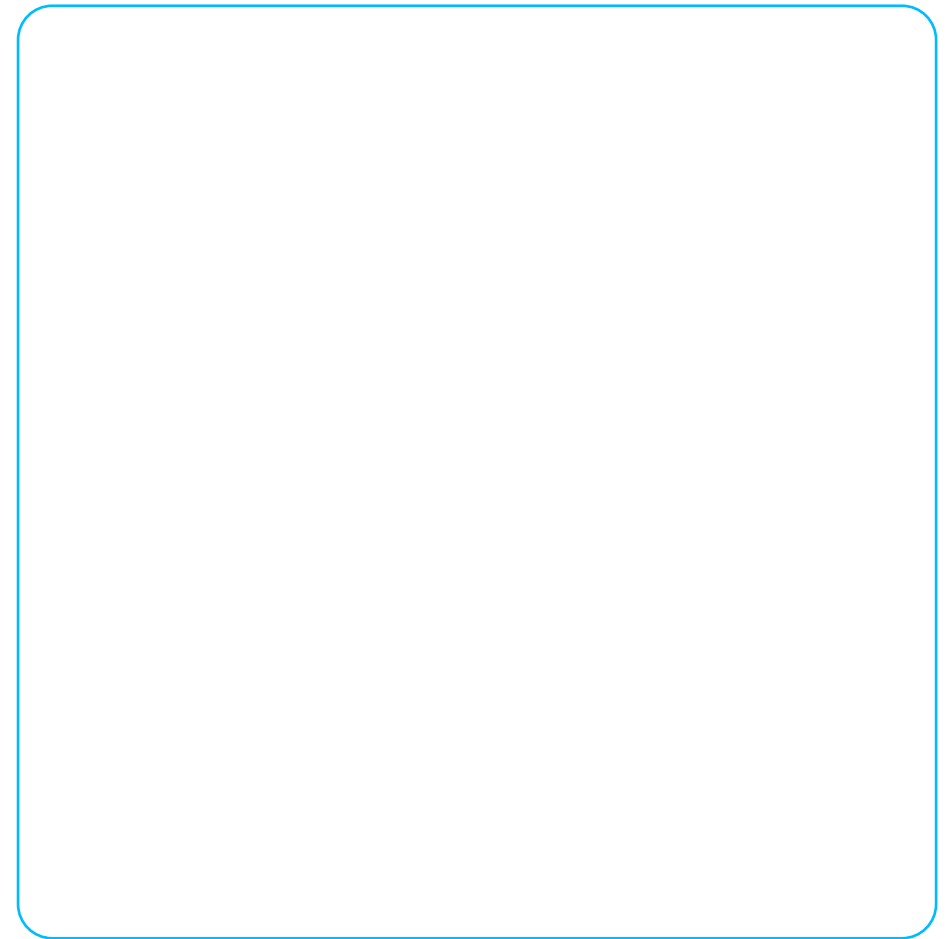
Where's a "difficult" person for me?



Watch-outs

What are caveats in this constellation?

Which 'messages' or sentences will work well?



Exercise: Giving difficult feedback

Key messages

What are the key points I want to get across when giving feedback?



Lessons learned

What are the watch-outs and insights I take away (based on the exercise or own reflection)



Ideas for new
'experiments'

