

The Leadership Journey Companion Workbook

Development Recommendations - Driven

There are a number of actions you can take to lesson the counterproductive behaviors associated with this personality dimension. They are:

1. Increase Insight and Self - Awareness
2. Implement Coaching Suggestion
3. Do the Recommended Readings
4. Develop Target Behaviors
5. Do the EQ Workout
6. Deepen Insight
7. Reflection

We have indicated which steps we believe you should implement as a minimum, based on the strengths of your score on this personality dimension, directly under the graph at the top of your Expert Guide.

Please page over and do the recommended self - development exercises.

1. Increasing Insight and Self - Awareness

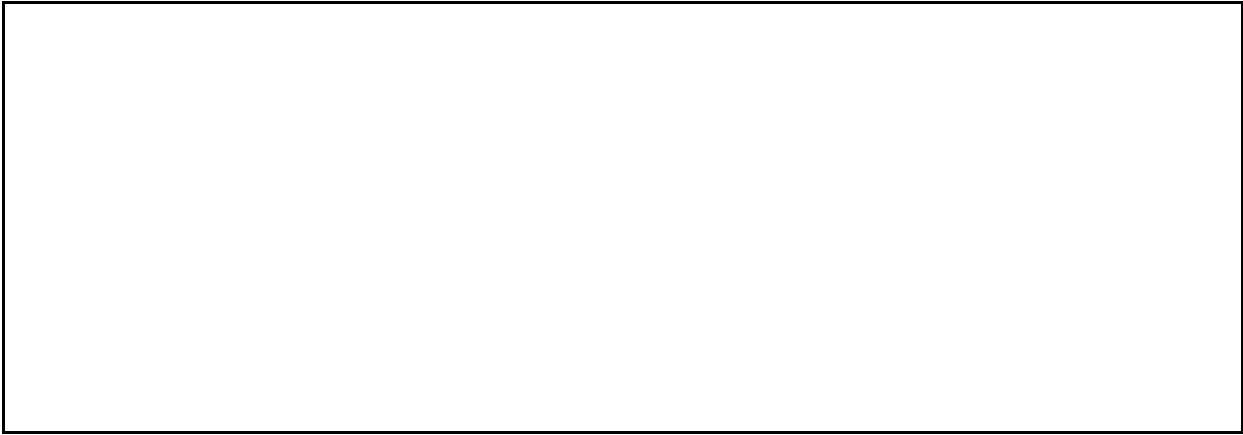
Increase Insight

Change always begins with learning more about yourself and becoming more self - aware. As we emphasised in Module 3 you should carefully read your Expert Guide on a DAILY basis. Then, when you are ready you should begin to answer the following questions to increase your insight into how this trait possibly affects your behavior:

How is your tendency to be Driven working for you in your job?

Many of the counterproductive behaviors associated with being Driven have been discussed in the Expert Guide. Which of them apply to you?

How does this constrain your effectiveness as a leader?

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Increase Self - Awareness

Observe your own behavior at work for a few days. Make a check next to the counterproductive behaviors you have become aware of.

Counterproductive Behaviors	Day 1	Day 2	Day 3	Day 4	Day 5
Over- pressurizing people and as a result demotivating them					
Irritability, impatience and an inclination to show annoyance at situations or people					
Relentlessness, being excessively harsh on underperformance					
Difficulty in understanding that other people don't share the same urgencies					

Make notes on how these Counterproductive Behaviors constrained your effectiveness.

2. Implement the Coaching Suggestions.

A number of coaching suggestions have been made in your Expert Guide. Which of them are you going to implement?

Now implement them and make notes on what you have learned:

3. Do the Recommended Readings

Reading some or all of the following articles will both help you to reduce the counterproductive behaviors associated with this dimension and also give you useful guidelines for developing the Target Behaviors in the next step.

Cognitive Restructuring
Active Listening
Empathy
Relaxation Techniques
Emotional Intelligence
Leaders's Mood

You can find useful articles on these topics on websites like MindTools. Simply go to Google and type in a search like MindTools - Self confidence or MindTools - Fear of Failure to find the website you want to read up on.

Summarise what you have learned from these readings:

4. Develop Target Behaviors

Try to practise each Target Behavior for one whole day. Use the recommended readings to help you with this. Check the box each time you practised a target behavior.

		1	2	3	4	5
Day 1	Self Control					
Day 2	Sensitivity to Impact on Others					
Day 3	Slow Down					
Day 4	Relaxation techniques					
Day 5	Empathy					
Day 6	Active Listening					

5. The EQ Workout

The EQ - Workout is a tool that can help you to implement the things you learn from the Recommended Readings into practical situations and then practise them until they become habits.

Download the EQ - Workout Spreadsheet and follow the instructions that are inside

6. Deepening Insight

Please note that this exercise is not available in the current version of the Leadership Journey

Do you agree? What is your view?

7. Reflection

Reflect on your leadership journey with respect to being Driven. Summarise what you have learned from it and about yourself and being a better leader?

Do you think you are ready to move on to the development area in your Leadership Journey? If not please repeat some or all of the development actions you have taken so far. Practise makes perfect. Otherwise proceed to your next development area.