

# Personal Development Strategy

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# AGENDA

- 1. Introduction**
- 2. Strategy Defined**
- 3. Elements of Successful Strategy**
- 4. Application on personal Development**
- 5. Developing Your Capabilities**
  - a. Physical Intelligence (PQ)**
  - b. Mental Intelligence (IQ)**
  - c. Emotional Intelligence (EQ)**
  - d. Spiritual Intelligence (SQ)**
- 6. Personal Leadership**
- 7. Where Do You Fit in A Team**
- 8. Personal Mission Statement Workshop**
- 9. Your Turn**

## *Questionnaire - Harris Interactive*

**A recently polled 23,000 U.S residents  
employed full time within key industries  
and in key functional areas. The results  
were stunning.**

# ***Results of xQ Questionnaire***

- **Only 37% have clear understanding of what the organization is trying to achieve and why.**
- **Only 1 in 5 were enthusiastic about their team's and organization's goals.**
- **Only 1 in 5 said they have clear line of sight between their tasks and their team's and organization's goals.**
- **Only half were satisfied with the work they have accomplished at end of the week.**
- **Only 13% have high-trust, highly cooperative working relationships with other groups and departments.**

## ***Results of xQ Questionnaire***

- **Only 15% felt their organization fully enables them to execute key goals.**
- **Only 15% felt they worked in a high trust environment.**
- **Only 17% felt their organization fosters open communication.**
- **Only 10% felt their organization holds people accountable for results.**
- **Only 20% fully trusted the organization they work for.**

# ***Soccer Team Analogy***

**If a soccer team had the same scores then:**

- **Only 4 out of 11 players on the field would know which goal is theirs.**
- **Only 2 out of 11 would care.**
- **Only 2 of 11 would know what position they play and know exactly what they are supposed to do.**
- **All but 2 players would, in some way, be competing against their own team members rather than their opponent.**

## 2. Strategy - Defined

**The determination of long –run goals and objectives of an enterprise, and the adoption of courses of action and the allocation of resources necessary for carrying out these goals.**

***Alfred Chandler, Strategy and Structure***

# Strategy - Defined

**Strategy is the pattern of objectives, purposes, or goals and the major policies and plans for achieving these goals, stated in such a way as to define what business the company is in or is to be in and the kind of company it is or is to be.**

***Kenneth Andrews,***

***The Concept of Corporate Strategy***

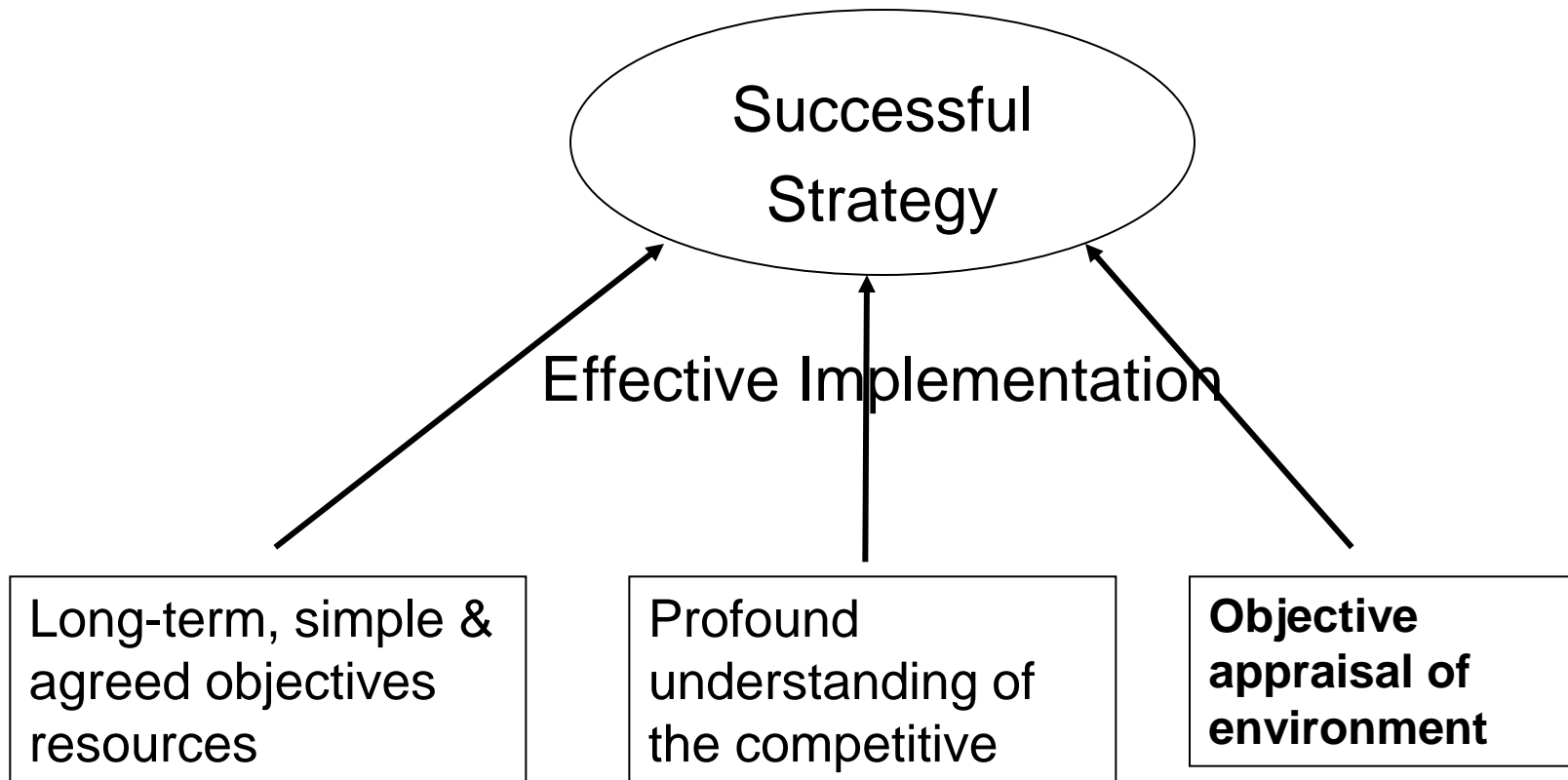


# Strategy - Defined

**What business strategy is all about is, in a word, *competitive advantage*...The sole purpose of strategic planning is to enable a company to gain, as efficiently as possible, a sustainable edge over its competitors. Corporate strategy thus implies an attempt to alter a company's strength relative to that of its competitors in the most efficient way.**

***Kenichi Ohmae, The Mind of the Strategist***

### 3. Successful Strategies



# Successful Strategies

- 1 – ***Goals that are simple, consistent, and long term:*** Displaying a single-minded commitment to a clearly recognized goal that can be pursued steadfastly over time.

# Successful Strategies

2 – *Profound understanding of the competitive environment:* Designing their strategies around a deep and insightful appreciation of the arena of competition.

# Successful Strategies

## 3 – *Objective appraisal of resources:*

Effectiveness in exploiting internal strengths, while protecting areas of weakness.

# Successful Strategies

4 – ***Effective implementation:*** Without effective implementation, the best-laid strategies are of little use. Building organizations that allows for effective marshaling of resources and capabilities, and quick responses to changes in the competitive environment.

# Roles of A Strategist

## Formal Authority and Status

### Interpersonal Roles

- Figurehead
- Leader
- Liaison

### Informational Roles

- Monitor
- Disseminator
- Spokesman

### Decisional Roles

- Entrepreneur
- Disturbance handler
- Resource allocator
- Negotiator

# A Balanced Approach

**“Just as human being needs a diversity of measures to assess his or her health and performance, an organization needs diversity of measures to assess its health.”**

**Peter Drucker, *The New Realities***



# **The Balanced Scorecard**

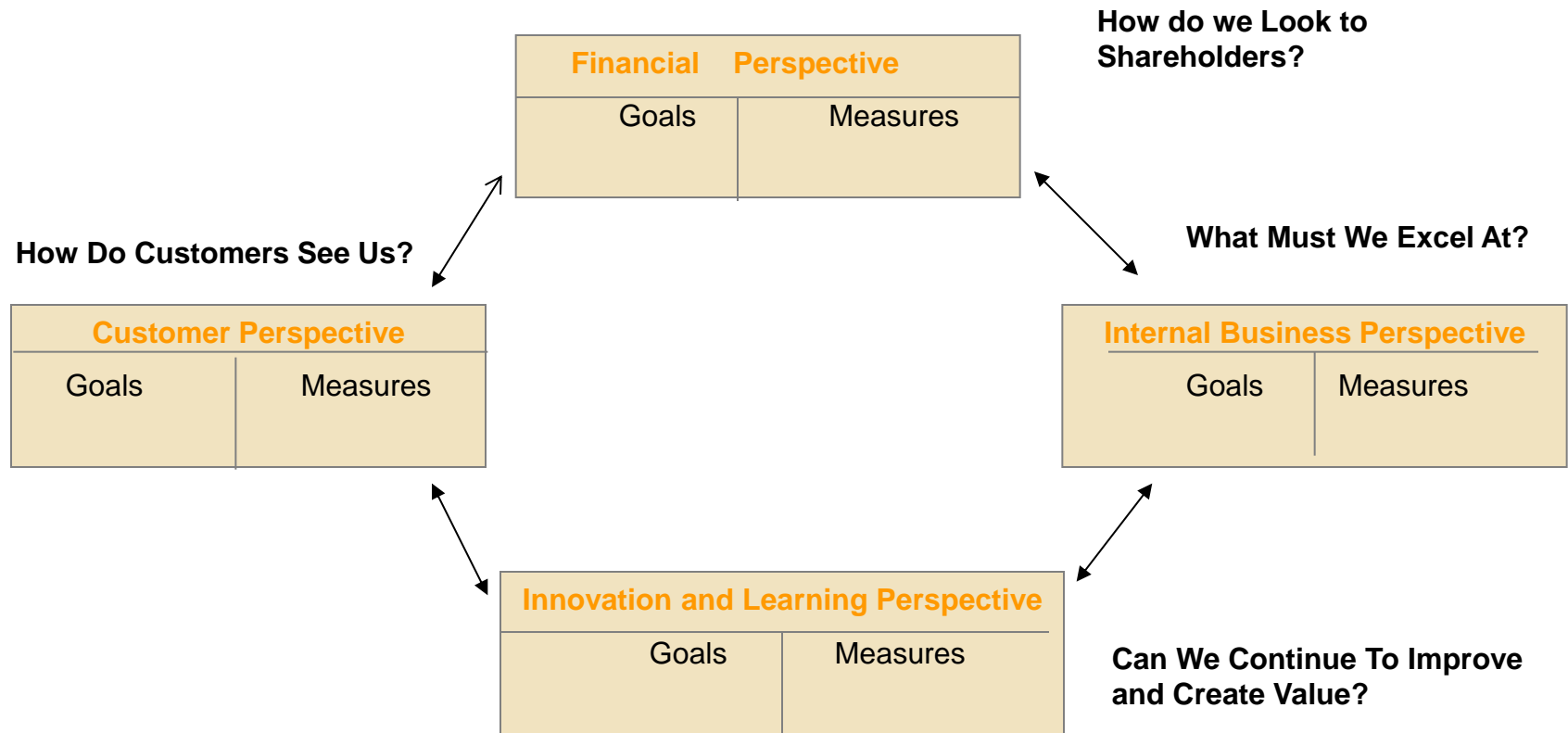
**The Balanced Scorecard (B.S.C.) is a set of measures that gives top managers a fast but comprehensive view of the business.**

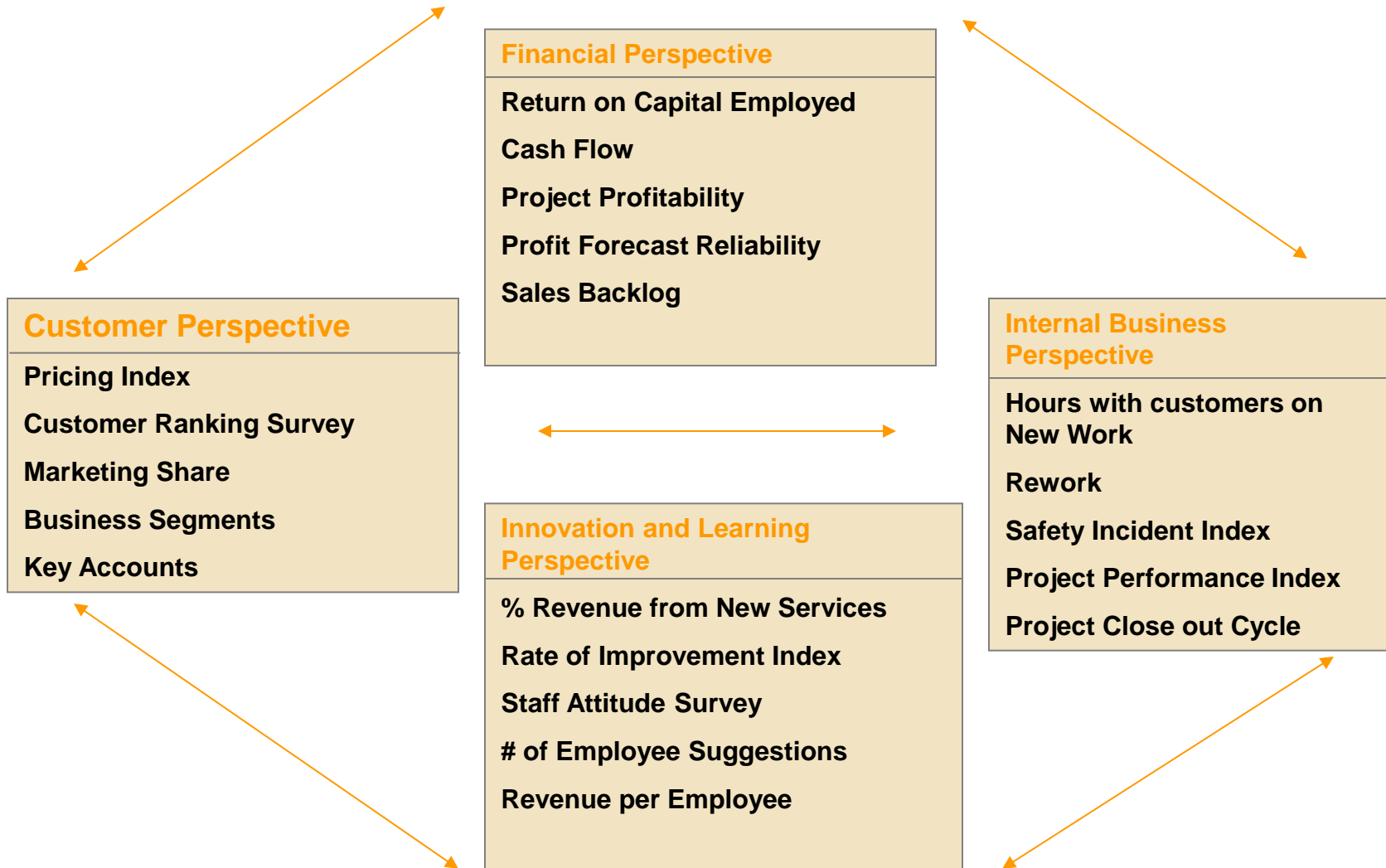
**The Balanced Scorecard puts Strategy - not Control - at the center.**

# **B.S.C Perspectives**

**The Balanced Scorecard provides answers to four basic questions:**

- ⊙ How do customers see us? (Customers)**
- ⊙ What must we excel at? (Internal)**
- ⊙ Can we continue to improve and create value? (Innovation and Learning)**
- ⊙ How do we look to shareholders? (Financial)**





## Group Exercise I

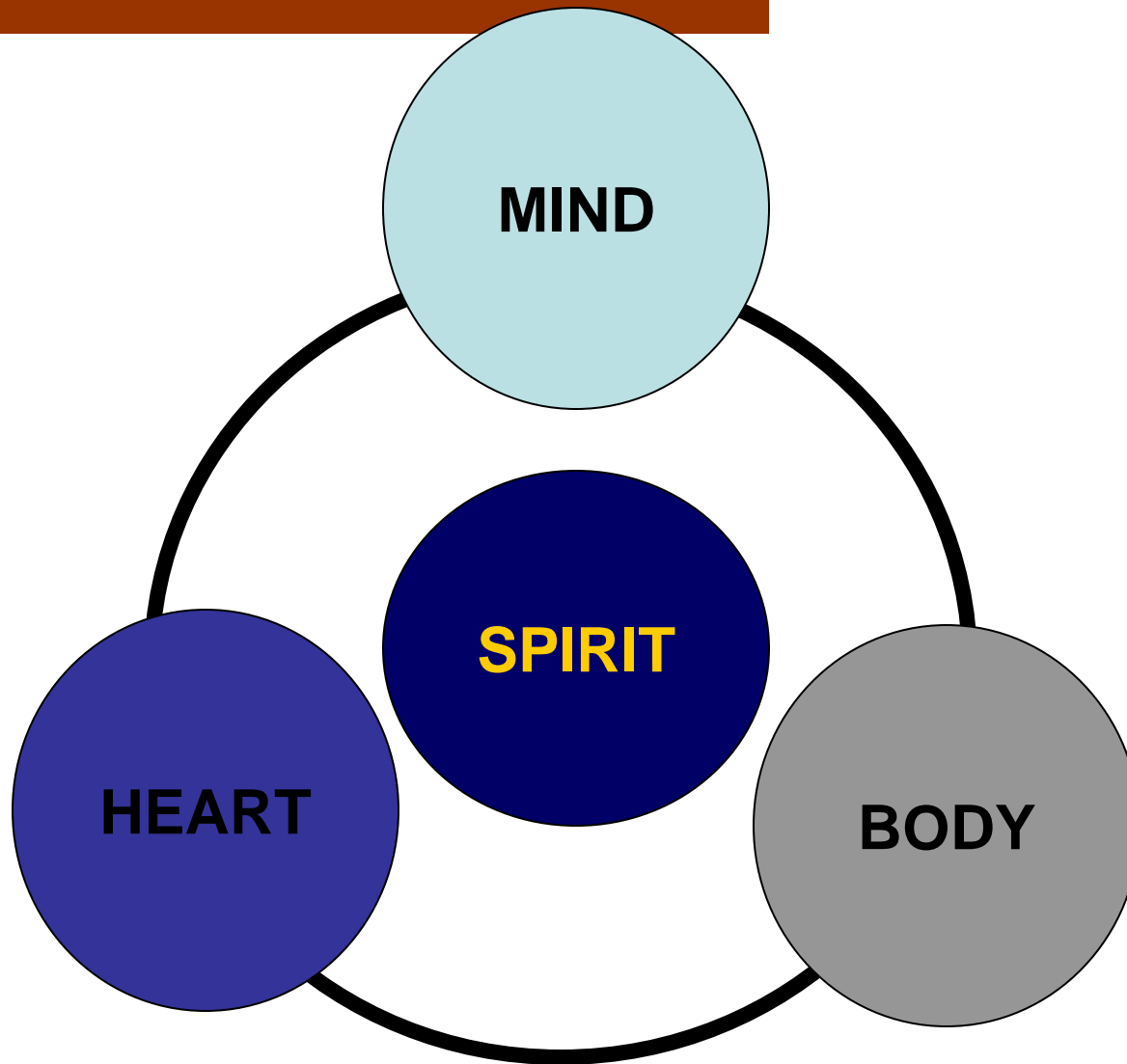
**How Can You apply the concept of the *Balanced Scorecard* on your personal Scorecard, taking into consideration the notion of Personal Strategy?**

## 4. Personal Strategy

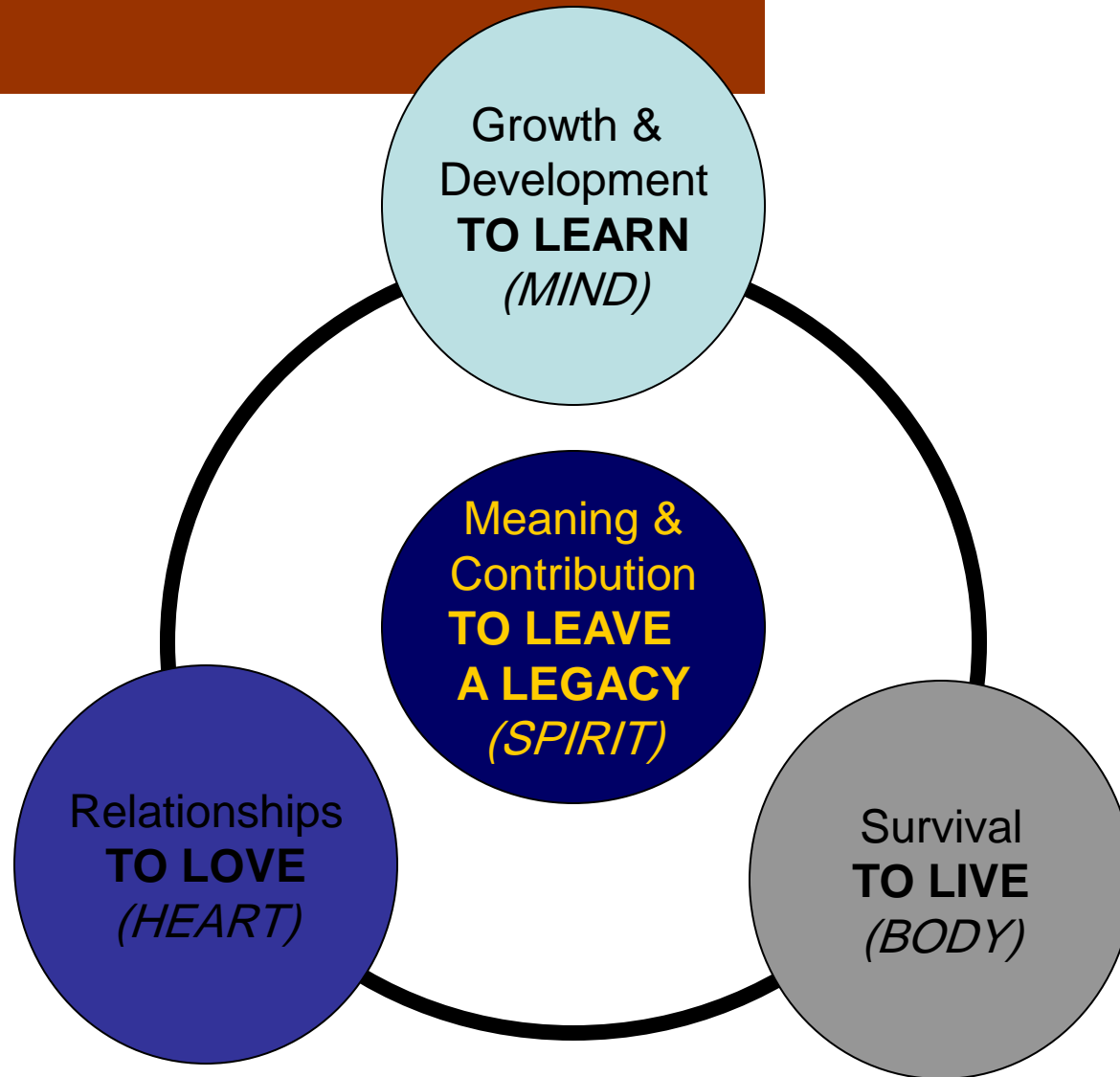
### *The Whole-Person Paradigm*

- Human beings are four dimensional – *body, mind, heart and spirit*.
- People have choices
- Depending on the scenarios they face, they exercise their choices.
- They consciously or subconsciously, decide how much of themselves they will give to their work and life depending on how they are treated and on their opportunities to use all four parts of their nature.

# *Whole Person Paradigm*



# *Four Needs of People*

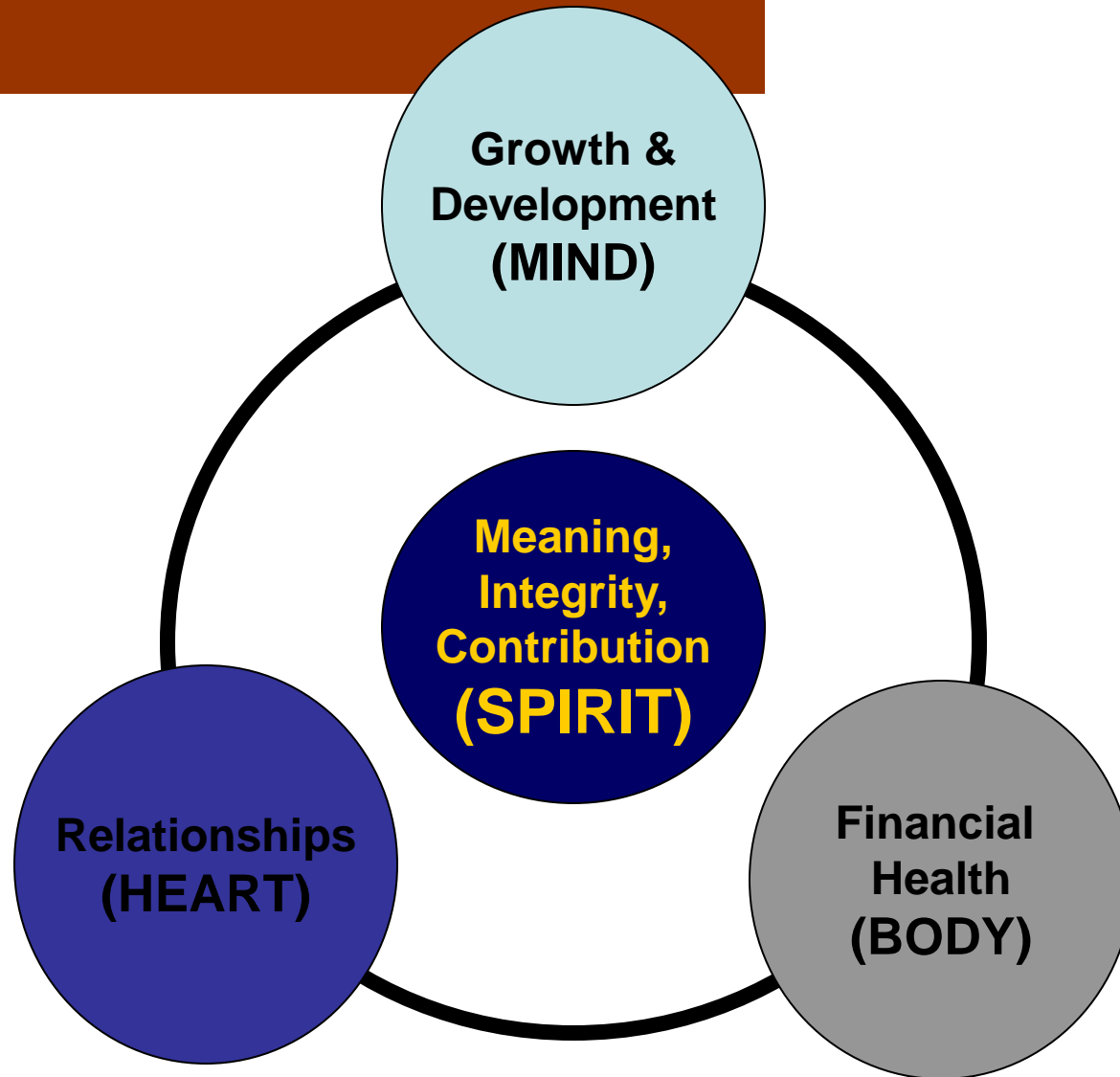




# *Whole person in the Job world*



# *Organizational Needs*



## 5. Four Intelligences/Capacities

1. Mental (IQ) –refers to the mind
2. Emotional/Social (EQ) – refers to the heart
3. Physical/Economic (PQ) –refers to the body
4. Spiritual (SQ) – refers to the spirit

# *Find Your Voice*

Whole Person	Four Needs	Four Intelligences	Four Attributes
BODY	To Live	Physical Intelligence (PQ)	Discipline
MIND	To Learn	Mental Intelligence (IQ)	Vision
HEART	To Love	Emotional Intelligence (EQ)	Passion
SPIRIT	To Leave a Legacy	Spiritual Intelligence (SQ)	Conscience

# *Developing the Four Intelligences/Capacities*

**For the body:** assume you've had a heart attack; now live accordingly

**For the mind:** assume the half-life of your profession is two years; now prepare accordingly.

**For the heart:** assume everything you say about another, they can overhear; now speak accordingly.

**For the spirit:** assume you have a one-on-one visit with your Creator every quarter; now love accordingly.


# ***Expressing Your Choice***

**Conscience** often provides the *why*,

**Vision** identifies *what* you're trying to accomplish,

**Discipline** represents *how* you're going to accomplish it,

**Passion** represents the strength of feeling behind the *why, the what and the how*.



**“For all sad words of tongue and pen, the saddest are these: *it might have been!*” But someone else taught, “*it is never too late* for us to become what we might have been.”**

**John Greenleaf Whittier**

## **Group Exercise II**

**How Can You Develop each of the Four Capabilities?**



## **Self –Awareness**

Emotional Self-Awareness

Accurate Self-Assessment

Self-Confidence

## **Social Awareness**

Empathy

Organizational Awareness

Service Orientation

## **Self-Management**

Self-Control

Trustworthiness

Conscientiousness

Adaptability

Achievement Orientation

Initiative



## **Social Skills**

Developing others

Leadership

Influence

Communication

Change Catalyst

Conflict Management

Building Bonds

Teamwork & Collaboration

**accepted**  
**accepting**  
**accomplished**  
**acknowledged**  
**admired**  
**alive**  
**amused**  
**appreciated**  
**appreciative**  
**approved of**  
**attention**  
**capable**  
**challenged**  
**clear (not confused)**  
**competent**  
**confident**  
**developed**  
**educated**  
**empowered**

**focused**  
**forgiven**  
**forgiving**  
  
**free**  
**fulfilled**  
**grown or growing**  
**happy**  
**heard**  
**helped**  
**helpful**  
**important**  
**in control**  
**included**  
**independent**  
**interested**  
**knowledgeable**  
**listened to**  
**loved**

**needed**  
**noticed**  
**open**  
**optimistic**  
**powerful**  
**privacy**  
**productive**  
**protected**  
**proud**  
**reassured**  
**recognized**  
**relaxed**  
**respected**  
**safe**  
**satisfied**  
**secure**  
**significant**  
**successful**  
**supported**  
**treated fairly**

**understanding**  
**understood**  
**useful**  
**valued**  
**worthy**

# Emotional Bank Account

Withdrawals	Deposits
Violating expectations	Clarifying Expectations
Disloyalty, duplicity	Loyalty to the absent
Pride, conceit, arrogance	Apologies
Not receiving feedback and giving "You" messages.	Receiving feedback and giving "I" messages.
Holding grudges	Forgiveness

# Emotional Bank Account

Withdrawals	Deposits
Seek first to be understood.	Seek first to understand.
Breaking promises	Keeping promises
Smooth manipulation	Honest, openness
Unkindness, discourtesies	Kindness, courtesies
Win-Lose or Lose-win thinking	Win-Win or no deal thinking

## 6. Leadership Traits

### ***1. Positive Energy***

**The capacity to go-go-go with healthy vigor and an upbeat attitude through good times and bad.**

### ***2. Ability to Energize Others***

**Releasing their positive energy to take any hill.**

### ***3. Edge***

**The ability to make tough calls, to say yes or no, not maybe.**

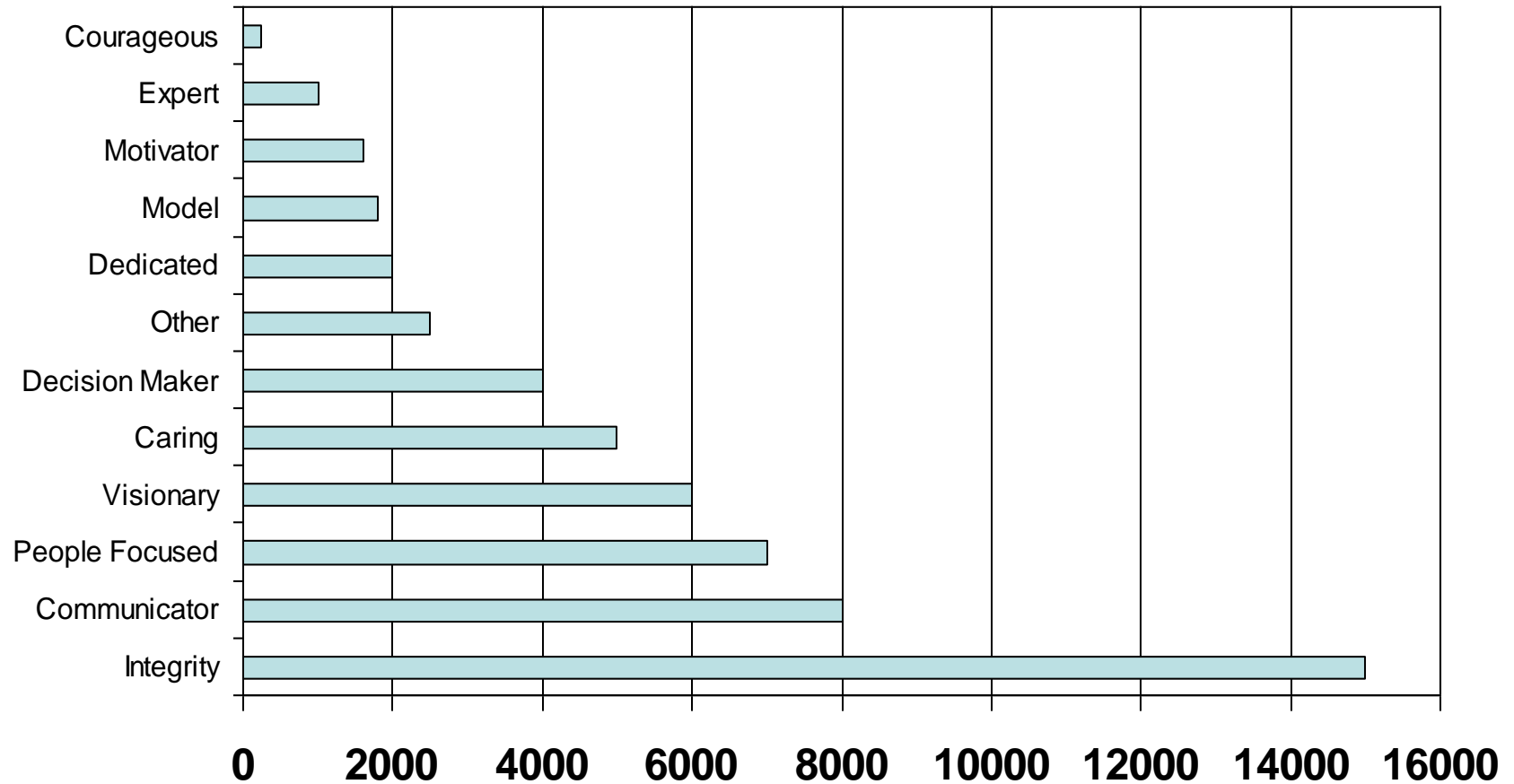
### ***4. Talent to Execute***

**Simply to get things done**

### ***5. Passion***

**They care deeply, They sweat, they believe**

# *An Effective Leader*





A pyramid diagram divided into five horizontal sections. From top to bottom, the sections are labeled: 'Level 5 Executive', 'Effective Leader', 'Competent Manager', 'Contributing Team Member', and 'Highly Capable Individual'. The pyramid is light beige with thin black outlines for each section.

**Level 5  
Executive**

**Effective Leader**

**Competent Manager**

**Contributing Team Member**

**Highly Capable Individual**

# Professional Will

- **Creates superb results, a clear catalyst in the transition from Good to Great.**
- **Demonstrates an unwavering resolve to do whatever must be done to produce the best long-term results, no matter how difficult.**
- **Sets the standard of building an enduring great company; will settle for nothing less.**
- **Looks in the mirror, not out the window, to apportion responsibility for poor results, never blaming other people, external factors, or bad luck.**



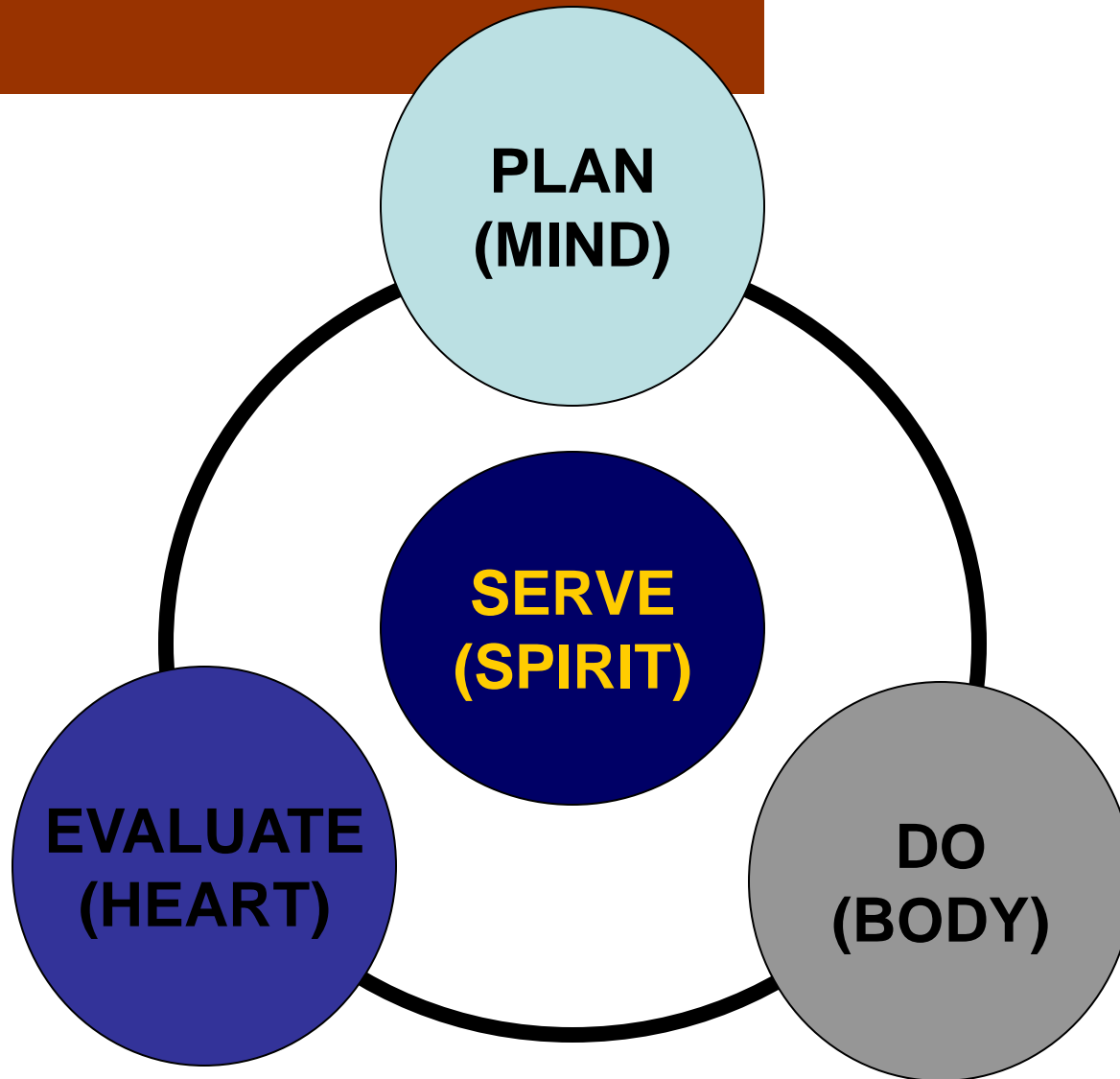
# Personal Humility

- **Demonstrates a compelling modesty, shunning public adulation; never boastful.**
- **Acts with quiet, calm determination; relies principally on inspired standards, not inspiring charisma, to motivate.**
- **Channels ambition into the company, not the self; sets up successors for even greater success in the next generation.**
- **Looks out the window, not in the mirror, to apportion credit for the success of the company – to other people, external factors, and good luck.**

# Leadership Failures

“90 percent of all leadership failures  
are Character failures”

# *Leadership Process*



# ***Four Roles of Leadership***

**Modeling**

**Inspires trust without  
expecting it**  
(Personal Moral Authority)

**Path-Finding**

**Creates order without  
demanding it**  
(Visionary Moral Authority)

**Aligning**

**Nourishes both vision &  
empowerment without  
proclaiming them**  
(Institutional Moral Authority)

**Empowering**

**Unleashes human potential  
without externally motivating**  
(Cultural Moral Authority)

# *What Successful Leaders Do?*

**SET DIRECTION**  
(vision, customers, future)

**DEMONSTRATE  
PERSONAL CHARACTER**  
(habits, integrity, trust, analytical thinking)

**MOBILIZE  
INDIVIDUAL COMMITMENT**  
(engage others, share power)

**ENGENDER  
ORGANIZATIONAL  
CAPABILITY**  
(build teams, manage change)

# Leadership: *Challenges*

Whole Person	4 Intelligences	4 Attributes	4 Roles	
BODY (To Live)	Physical Intelligence (PQ)	Discipline	Modeling	} <b>Focus</b>
MIND (To Learn)	Mental Intelligence (IQ)	Vision	Pathfinding	
HEART (To Love)	Emotional Intelligence (EQ)	Passion	Aligning	
SPIRIT To Leave a Legacy)	Spiritual Intelligence (SQ)	Conscience	Empowering	} <b>Execution</b>

**Focus:** *“What matters most”*

**Execution:** *“Making it happen”*

# *The Four Disciplines of Execution*

1. Focus on the wildly important
2. Create a compelling scoreboard
3. Translate lofty goals into specific goals
4. Hold each other accountable – *all the time*



# Execution Gap

- 1. Clarity – not knowing clearly the goals and priorities of the team or organization**
- 2. Commitment – not buying into the goals**
- 3. Translation – not knowing what they need to do to help the team or organization achieve its goals**
- 4. Enabling – not having the proper structure, systems or freedom to do their jobs well**
- 5. Synergy – not getting along or work together**
- 6. Accountability – not holding each other accountable**

# 8. Workshop

## **Personal Mission Statement Workshop**

Two hours

## 9. Your Turn

**What's Your Strategy?**

