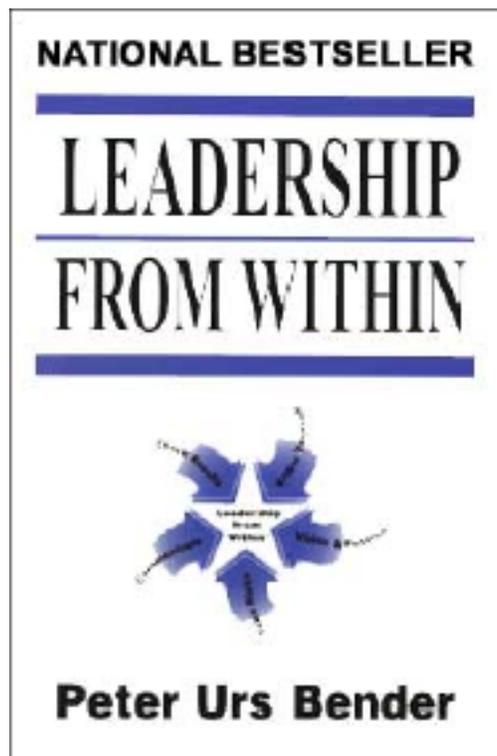


# Leadership from Within



Presented By:

**Peter Urs Bender**

Toronto, ON

## About Your Speakers

### *Course Leader*

**Peter Urs Bender** has a banking and accounting background from his native Switzerland. Before he went into his own business, he was a sales manager for a large American software company with interests throughout North America and the Caribbean. He also has credentials as a former teacher at Ryerson University where he taught three business courses, and designed his own public speaking program.

He believes that in this age of information, a key ingredient of business success is Leadership. Most people see it as the act of leading others. Peter Urs Bender sees it as leading ourselves. It starts with understanding our values, finding our vision and passion, taking action and communicating effectively to create results.

Author of five Canadian best sellers, Peter Urs Bender is an international lecturer and a dynamic speaker. His presentations inform, entertain, and motivate.

But speaking didn't come easily to Mr. Bender. He didn't even learn English till the age of 23. More importantly, he overcame an extreme fear of speaking publicly, and dyslexia (a learning disability) to get where he is today. Perhaps that's what makes him such a popular speaker, and why companies and the media frequently ask him for advice. He lives what he talks about.

Peter Urs Bender instructs both top managers and employees in almost any industry you can think of—from high technology and science, to service, manufacturing, education and finance.

His five books include *Secrets of Power Presentations*, *Leadership from Within*, *Secrets of Power Marketing*, *Secrets of Face-to-Face Communication*, and *Gutfeeling*. All emphasize aspects of leadership and communication, from the pragmatic nature of presenting, to the spiritual and intuitive side of business life.

In 1994 Peter Urs Bender received the coveted Certified Speaking Professional designation (CSP) from the U.S. National Speakers Association. Only a few Canadians have ever achieved this distinction. In 1995 he was awarded the Communications and Leadership Award from Toastmasters International, and in 1996 the Ted Kemper Leadership Award.

In 2001 he was named a member of the Canadian Speakers Hall of Fame. Only 11 other Canadians have been so honored.

**His motto is: “Your past was perfect to get you where you are today.”**

## What is A Leader?

### Leadership is changing. How?

- 1)
- 2)
- 3)
- 4)
- 5)

Leadership is more than 'leading someone else'.  
It begins with leading ourselves.

### The Goals of Leadership:

- to become more \_\_\_\_\_.
- to make \_\_\_\_\_: moving from \_\_\_\_\_  
to \_\_\_\_\_.
- to be more effective in \_\_\_\_\_.

## The Two Sides of Results

## How We Create Results

*The greatest discovery of this generation:  
Human beings can alter their lives  
by altering their attitudes.  
- William James*

## Four Keys to Remember

- 1) Leadership starts from \_\_\_\_\_.
- 2) There are \_\_\_\_\_ you can learn to develop it.
- 3) The biggest thing which blocks you is \_\_\_\_\_.
- 4) Believe in \_\_\_\_\_.

*What you care about deeply **is** important.  
**Just do it!***

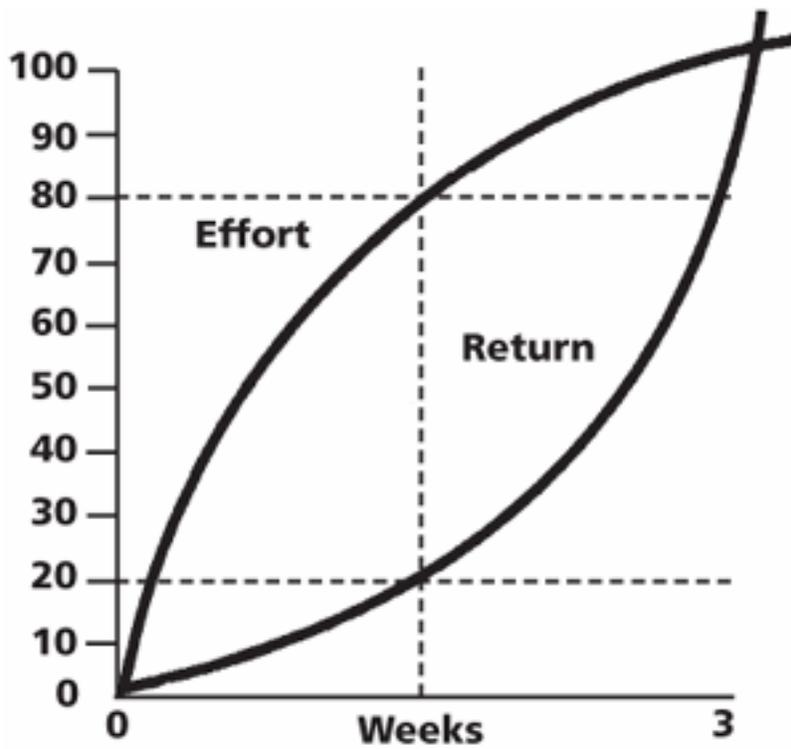
## **The Five Steps to Leadership from Within**

- 1)
- 2)
- 3)
- 4)
- 5)

## **Characteristics of Leadership-from-Without / Leadership-from-Within**

<b>The Leader-Without</b>	<b>The Leader-Within</b>
Tells others what to do	Walks the talk
Leads through "command and control"	Leads through coaching and empowering
Sees "my interests vs. yours"	Sees shared interests; builds cooperation and partnerships
Holds onto power	Shares power
Wants things done his/her way	Encourages personal initiative
Is motivated by externals - money, power, fame	Is more internally-motivated - values, fulfillment, well being
Disregards/puts down feelings	Values feelings
Is driven by fear and pressure	Is calmer and more focused under pressure

### Effort and Return Graph



### Having Talent vs. Having a System

Have Talent	YES	Erratic and Unpredictable Results	<b>Maximum Results</b>
	NO	No Results	Consistent and Improving Results
		NO	YES
		Have System	

## Ingredients of Leadership

Rate these Ingredients of Leadership for their importance in becoming a leader.  
(Scale: 1 (low) to 10 high)

- |       |                                    |       |                         |
|-------|------------------------------------|-------|-------------------------|
| _____ | Personal values/ethics             | _____ | Goal setting            |
| _____ | Vision                             | _____ | Knowledge of your field |
| _____ | Passion                            | _____ | General knowledge       |
| _____ | Take Risks                         | _____ | Belief in yourself      |
| _____ | Good communicator                  | _____ | Desire to succeed       |
| _____ | Get results                        | _____ | Doing what you love     |
| _____ | Hard work                          | _____ | Loving what you do      |
| _____ | Persistence                        | _____ | Positive attitude       |
| _____ | Associate with the right<br>people | _____ | Good with people        |

(Compare your results to those of other Canadian Leaders - on pages 233 and 234 of the book,  
*Leadership from Within.*)

## Best Ideas - Leadership

What are the three best ideas from this section?

- 1)
- 2)
- 3)

For **Best Results**... APPLY Them! Look for ways to use them at work and at home.

# Know Yourself

## Personal Life

What's most important to you? What do you care about most?

Describe some of your strongest values.

## Professional Life

What's most important to you? What do you care about most?

Describe some of your strongest values.

**LEADERSHIP FROM WITHIN**

---

**Know Your Values** *(circle all that apply)*

money	power	sales #s	service	excellence
position	fame	possessions	home	travel
love	family	friends	relationships	nature
security	health	prosperity	happiness	learning
integrity	humanity	peace	Spirit/God	helping others
creating a better world			making a difference	

Others: \_\_\_\_\_

**Know How YOU Are** *(where are you on each scale? circle the appropriate number)*

Excellent health	0 1 2 3 4 5 6 7 8 9 10	Health problems
Relaxed	0 1 2 3 4 5 6 7 8 9 10	Tense/On edge
Get up easily in A.M.	0 1 2 3 4 5 6 7 8 9 10	Sleep through alarms?
Accept myself	0 1 2 3 4 5 6 7 8 9 10	Hard on myself
Hold myself back	0 1 2 3 4 5 6 7 8 9 10	Freely think/do/express
Feel empty	0 1 2 3 4 5 6 7 8 9 10	Feel full/fulfilled
Always tired	0 1 2 3 4 5 6 7 8 9 10	Energetic
Peaceful	0 1 2 3 4 5 6 7 8 9 10	Angry/frustrated
At peace with time (Space to breathe)	0 1 2 3 4 5 6 7 8 9 10	Harasssssed by time (Always busy)
In control of my life	0 1 2 3 4 5 6 7 8 9 10	Lost control somewhere
No motivation	0 1 2 3 4 5 6 7 8 9 10	Highly motivated
Take few risks	0 1 2 3 4 5 6 7 8 9 10	Take many risks
Love what I do	0 1 2 3 4 5 6 7 8 9 10	Hate what I do

**My Personal Accomplishments:**

- |    |     |
|----|-----|
| 1. | 6.  |
| 2. | 7.  |
| 3. | 8.  |
| 4. | 9.  |
| 5. | 10. |

**My Strengths and Abilities:**

- |    |     |
|----|-----|
| 1. | 6.  |
| 2. | 7.  |
| 3. | 8.  |
| 4. | 9.  |
| 5. | 10. |

## **The Best Things about My Company**

1.

2.

3.

4.

5.

6.

7.

8.

9.

10.

**How you feel will determine how you perform.**

## **What Do You Want?**

In what areas of work/life do you want to make progress?

**Personally**

**Professionally**

The following pages take a closer look  
at different areas of your life.

Fill them in when you have time.

Check-mark (or fill in) the answers that apply to you.

**Ethical and Moral**

Always                  Once in  
                                  A While                  Never

I treat others as I would like them to treat me.

\_\_\_\_\_

I believe that there is no shortcut to success.

\_\_\_\_\_

I respect other people's religious beliefs.

\_\_\_\_\_

I have done research to justify my own religious beliefs to myself.

\_\_\_\_\_

I do not preach my morals to others.

\_\_\_\_\_

I live up to my own moral standards.

\_\_\_\_\_

I am true to my word and admit my mistakes.

\_\_\_\_\_

I regularly help those who cannot help themselves.

\_\_\_\_\_

I enjoy sharing with others.

\_\_\_\_\_

I encourage people to live according to ethical beliefs.

\_\_\_\_\_

## Education and Intellectual Pursuits

	Always	Once in A While	Never
I am happy with my present level of education.	_____	_____	_____
I am up-to-date with world events.	_____	_____	_____
I attend a few seminars each year to update my professional skills.	_____	_____	_____
I read my trade and professional magazines.	_____	_____	_____
I read a few good books every year.	_____	_____	_____
I enjoy the performing and visual arts (eg. music, drama, dance, painting, and architecture).	_____	_____	_____
I schedule regular time for enriching my education.	_____	_____	_____
I make use of the public library for my educational needs.	_____	_____	_____
I take night classes to study things with which I am unfamiliar.	_____	_____	_____
I bring myself up-to-date with the latest technologies.	_____	_____	_____

## Family and Home

	Always	Once in A While	Never
I am happy with the neighbourhood I live in.	_____	_____	_____
I am happy with the size of my home.	_____	_____	_____
I am in regular contact with my parents, brothers and sisters.	_____	_____	_____
I do yearly planning with my spouse/partner.	_____	_____	_____
I remember the birthdays of my closest friends and relatives.	_____	_____	_____
I respect my friends' spiritual beliefs.	_____	_____	_____
My living environment is clean and orderly.	_____	_____	_____
I feel proud of my family, friends and spouse/partner.	_____	_____	_____
I re-arrange my furniture and pictures every so often.	_____	_____	_____

## Social and Culture

	Always	Once in A While	Never
I regularly associate with people older than me (if I am under 40).	_____	_____	_____
I regularly associate with people younger than me (if I am over 40).	_____	_____	_____
I have friends or associates who earn 100% more than me.	_____	_____	_____
At least once a month, I help people who cannot help themselves (i.e. the disadvantaged, disabled, lonely).	_____	_____	_____
I visit foreign countries and try to understand the people there (eg. while visiting, I eat what they eat, drink what they drink, listen to their music, and do not negatively compare their style of life with my own).	_____	_____	_____
I have friends from different social and cultural backgrounds.	_____	_____	_____
I belong to organizations and serve on committees and boards. I assist other members.	_____	_____	_____
I give money, time and appreciation to cultural organizations.	_____	_____	_____
I believe that there is no single correct culture or social system in this world.	_____	_____	_____
I share but do not preach my cultural and social standards.	_____	_____	_____

## Physical Fitness and Health

Always      Once in  
A While      Never

My weight is within 10% of the ideal.

\_\_\_\_\_

I exercise at least four times per week.

\_\_\_\_\_

I have a medical check-up each year.

\_\_\_\_\_

I eat a healthy breakfast.

\_\_\_\_\_

I eat a healthy dinner.

\_\_\_\_\_

I eat healthy snacks.

\_\_\_\_\_

I oversleep/undersleep.

\_\_\_\_\_

I drink alcohol moderately.

\_\_\_\_\_

I believe that I will live a long, good life.

\_\_\_\_\_

I believe that I have good genes.

\_\_\_\_\_

I use drugs.

\_\_\_\_\_

I smoke cigarettes.

\_\_\_\_\_

I lie to myself.

\_\_\_\_\_

**Career and Finances**

Always                  Once in  
                                  A While                  Never

I have clearly planned my career.

\_\_\_\_\_

I am proud of my chosen career.

\_\_\_\_\_

I read four or more books per year to advance my career goals.

\_\_\_\_\_

I network at least four times per year to advance my career.

\_\_\_\_\_

I live within my income.

\_\_\_\_\_

I save part of my income regularly.

\_\_\_\_\_

I maintain a good credit rating.

\_\_\_\_\_

I regularly invest part of my savings.

\_\_\_\_\_

I have a will.

\_\_\_\_\_

I always have cash on hand.

\_\_\_\_\_

## **Travel and Adventure**

Where did I go on my last trip?

When did I last order an unknown dish in a restaurant?

When did I last ride a roller coaster?

If I had a million dollars, which place(s) would I visit?

When did I last take a different route on the drive home from work?

Could I wear more fashionable clothing?

Could I learn to better use computers?

Could I enroll in a "weird" course?

When did I last visit a very different culture/country?

Could I learn a new language?

## Identifying Your Personality Type

Underline those words (or phrases) which describe you best - in a *business or work situation*.  
Total your score for each group of words.

### Group

**A** Reserved, uncommunicative, cool, cautious, guarded, seems difficult to get to know, demanding of self, disciplined attitudes, formal speech, rational decision making, strict, impersonal, businesslike, disciplined about time, uses facts, formal dress, measured actions.

**Total score:** \_\_\_\_\_

**B** Take charge attitude, directive, tends to use power, fast actions, risk taker, competitive, aggressive, strong opinions, excitable, takes social initiative, makes statements, loud voice, quick pace, expressive voice, firm handshake, clear idea of needs, initiator.

**Total score:** \_\_\_\_\_

**C** Communicative, open, warm, approachable, friendly, fluid attitudes, informal speech, undisciplined about time, easy going with self, impulsive, informal dress, dramatic opinions, uses opinions, permissive, emotional decision making, seems easy to get to know, personal.

**Total score:** \_\_\_\_\_

**D** Slow pace, flat voice, soft spoken, helper, unclear about what is needed, moderate opinions, calm, asks questions, tends to avoid use of power, indifferent handshake, deliberate actions, lets others take social initiative, risk avoider, quiet, go along attitude, supportive, cooperative.

**Total score:** \_\_\_\_\_

Write your total scores below:

A = \_\_\_\_\_ B = \_\_\_\_\_

C = \_\_\_\_\_ D = \_\_\_\_\_

Next, determine which groups are larger and by how much

A vs. C: Which is larger \_\_\_\_\_  
By how many points \_\_\_\_\_

B vs. D: Which is larger \_\_\_\_\_  
By how many points \_\_\_\_\_

## Filling In The Personality Grid

Now put your results on the grid below. Here are some examples:

Vertical Axis:

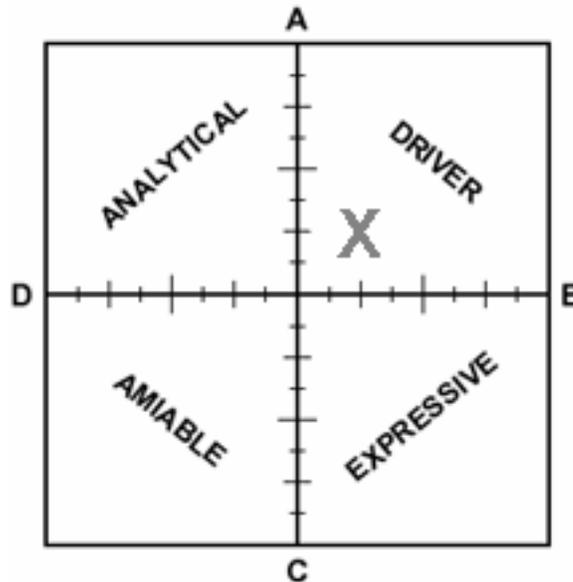
- If A was larger than C by 3 points, put a dot (●) at **A-3**.
- If C was larger than A by 5 points, put a dot (●) at **C-5**.
- If A and C are equal, put a dot (●) at "0" in the centre of the grid.

Horizontal Axis:

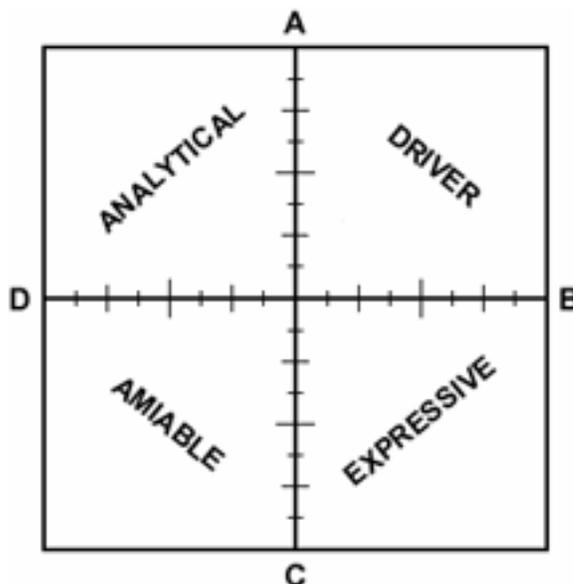
- If B was larger than D by 1 point, put a dot (●) at **B-1**.
- If D was larger than B by 7 points, put a dot (●) at **D-7**.
- If B and D are equal, put a dot (●) at "0" in the centre of the grid.

In the Grid below, mark an X where lines extending from your two points meet.

Sample:



Complete This Grid:



## Descriptions of the 4 Personality Types



*Also known as:*

The Thinker,  
Thought Man/Woman,  
Processor,  
Cognitive,  
Conservator-Holder,  
Melancholic

The analytical person:

- wants to know "how" things work
- wants to be accurate - and to have accuracy from others
- values numbers, statistics, ideas
- loves details.

They fear being embarrassed or losing face. Analyticals also tend to be introverted and to hide their emotions from others.



*Also known as:*

Feeler,  
People Man/Woman,  
Relator,  
Helper,  
Interpersonal,  
Supporter-Giver,  
Phlegmatic

The amiable person:

- wants to know "why?" - eg. Why am I doing this?
- wants to build relationships
- loves to give others support and attention
- values suggestions from others.

They fear losing trust or having disagreements with others. While somewhat introverted, amiables also tend to display their emotions.



*Also known as:*  
Director,  
Action Man/Woman,  
Boss, Commander,  
Behavioural,  
Controller-Taker,  
Choleric

The driver:

- wants to know "what" - what will this do for me/the company?
- wants to save time
- values results
- loves being in control, in charge, doing things his/her own way.

Drivers fear giving up control. They tend to be extroverts, but do not like showing their emotions to others.



*Also known as:*  
Intuitive,  
Front Man/Woman,  
Impulsive,  
Socializer, Affective,  
Adaptor-Dealer,  
Sanguine

The expressive person:

- wants to know "who" - eg. "who" else is involved; "who" else have you worked for?
- wants to save effort
- likes to entertain and be entertained, to have fun
- values appreciation, applause, a pat on the back
- loves social situations and parties
- likes to inspire others.

Expressives fear being rejected. They are extroverts and usually show their emotions to others.

## The Four Most Common Personality Types

<b>Sources</b>				
David Merrill and Roger Reid <i>(Personal Styles and Effective Performance)</i>	<b>Analytical</b>	<b>Amiable</b>	<b>Driver</b>	<b>Expressive</b>
Hippocrates/ Galen (Medieval Four Temperaments)	Melancholic	Phlegmatic	Choleric	Sanguine
Carl Jung	Thinker	Feeler	Director	Intuitive
Myers Briggs	Introvert/ Thinker	Introvert/ Feeler	Extrovert/ Thinker	Extrovert/ Feeler
Peter F. Drucker	Thought Man	People Man	Action Man	Front Man
The Stuart Atkins LIFO System	Conserving- Holding	Supporting- Giving	Controlling- Taking	Adapting- Dealing
DISC	Steadiness	Compliance	Dominance	Influencing
Other well-known terms used:	Processor Cognitive	Helper Interpersonal Supporter	Boss Behavioural Commander	Impulsive Affective Socializer

## Interpreting your Personality Type

<p><b>ANALYTICAL</b></p> <p>Logical Precise Serious Systematic Prudent</p>	<p><b>DRIVER</b></p> <p>Efficient Independent Candid Decisive Pragmatic</p>
<p><b>AMIABLE</b></p> <p>Loyal Cooperative Supportive Diplomatic Patient</p>	<p><b>EXPRESSIVE</b></p> <p>Enthusiastic Outgoing Persuasive Fun-loving Spontaneous</p>

## Strengths and Weaknesses of the Personality Types

Type	Strengths	Potential Weaknesses
<b>Analytical</b>	Thinking Thorough Disciplined	Excludes feelings from decisions Goes too far; perfectionist Too rigid or demanding of self/others
<b>Amiable</b>	Supportive Patient Diplomatic	Tends to conform to wishes of others No time boundaries; things do not get done Not assertive or direct
<b>Driver</b>	Independent Decisive Determined	Has trouble cooperating with others Does not take time to consider other perspectives Domineering; too focused on doing it "my way"
<b>Expressive</b>	Good communicator Enthusiastic Imaginative	Talks too much Comes on too strong Dreamer; unrealistic

## Tips for Your Personality Type

### For the Analytical:

### HOW

- Speak more and smile more
- Show appreciation and personal interest
- Be more open to others
- Relax; share information
- Remember: Enthusiasm does not kill...

### For the Amiable:

### WHY

- Speed up with "FAST" people
- Talk more, listen less
- Dominate a little bit
- Take control occasionally
- Take some risks

### For the Driver:

### WHAT

- Slow down with "SLOW" people
- Take time to listen to the ideas of others
- Do not be too dominating
- Give control to others
- Show more patience and act more relaxed

### For the Expressive:

### WHO

- Listen more
- Slow down, relax
- Write things down, get specific goals
- Check details and stay calm
- Learn to concentrate

## What Blocks You from Knowing Yourself?

- 1) **Past experience and** \_\_\_\_\_
- 2) **Having to be** \_\_\_\_\_
- 3) **Fear of** \_\_\_\_\_
- 4) **Time and** \_\_\_\_\_
- 5) **No** \_\_\_\_\_

## Best Ideas: Know Yourself (and the Personality Analysis)

What are the three best ideas from this section?

- 1)
- 2)
- 3)

For **Best Results**... APPLY these ideas! Look for ways to use them at work and at home.

*Have the courage of being your genuine self,  
of standing alone and  
not wanting to be somebody else.  
- Lin Yutang*

# Have Vision

## Personal Life

List some of your personal visions - ideas of what you want to have, do or become.

## Professional Life

List some of your professional visions - what you want to have, do or become.

## What is Vision?

## Three Types of Vision / Futures

1)

2)

3)

## Why Is Vision Important?

- Vision gives us new \_\_\_\_\_.
- It helps us fulfill what we \_\_\_\_\_.
- It creates our \_\_\_\_\_.
- It helps us make specific \_\_\_\_\_.
- Vision provides motivation and takes us beyond \_\_\_\_\_.

## Who Has Vision?

Entrepreneurs, explorers, inventors....  
Musicians, artists, writers...  
Teachers, coaches...  
Children...

*Anyone who has an idea to do something they have not done before!*

## What Blocks Vision?

- *Pressure and too much* \_\_\_\_\_
- *Unawareness and* \_\_\_\_\_
- *We do not believe in* \_\_\_\_\_
- \_\_\_\_\_ (*a four-letter word, starting with "F"*)
- *Failure to* \_\_\_\_\_

**Know Your Company's Vision:**

**Has your Company set a "Vision" for you?**

1) **Vision Statement:**

---

---

2) **Mission Statement:**

---

---

3) **Specific Goals/Objectives which you're expected to achieve**  
(eg. over the next 6 months or 1 year)

---

---

---

---

---

---

---

4) **Do you have other work goals that have been previously set?**

---

---

---

---

# Have Passion

## Personal Life

What are some of your passions: things you love to do, that you feel strongly about.  
What inspires or moves you?

## Professional Life

List some of your professional passions: things you love to do, or feel strongly about.  
What inspires you in your work?

## What is Passion?

## Why is Passion Important?

- It is the \_\_\_\_\_ the moves people \_\_\_\_\_
- Passion brings \_\_\_\_\_
- It turns vision into \_\_\_\_\_ and \_\_\_\_\_
- It fuels \_\_\_\_\_
- Passion takes us past \_\_\_\_\_
- It brings up other positive \_\_\_\_\_



## **Best Ideas: Vision and Passion**

What are the three best ideas from each of these sections?

### **Vision**

1)

2)

3)

### **Passion**

1)

2)

3)

For **Best Results...**

APPLY these ideas!

Look for ways to use them at work and at home.

# Taking Risks

## Personal Life

Name some risks you've taken.

Name some times you didn't take a risk - and later wished you had.

## Professional Life

What are some risks you've taken?

What are some times you didn't take a risk - and later wished you had?

*I do not guarantee you fulfillment and happiness  
if you take risks.  
But if you want fulfillment and happiness,  
I guarantee you will have to take risks.  
- Peter Urs Bender*

## What is "Risk Taking"?

**Risk taking**       => Choice  
                          => Courage  
                          => Action

## What Blocks Risk Taking?

- *Fear of* \_\_\_\_\_
- *Resistance to* \_\_\_\_\_
- *Lack of a* \_\_\_\_\_
- *Lack of* \_\_\_\_\_
- *Negative* \_\_\_\_\_
- *Past* \_\_\_\_\_.
- *Results do not come* \_\_\_\_\_

## Ways to Improve Your Risk Taking

- Get a clear vision... and find your passion.
- Take action... and be persistent.
- Learn from your results... and other people's experience.
- Learn by doing.
- Make choices... and commitments.
- Go outside your comfort zone... and sometimes stay within it.

Others:

## **Best Ideas: Taking Risks**

What are the three best ideas from this section?

1)

2)

3)

**Where could you use these ideas  
to make more progress in your work/life?**

# Communicate Effectively

## Personal Life

When have you communicated effectively? What made it effective?

When have you not communicated effectively? Why not?

## Professional Life

When have you communicated effectively? What made it effective?

When have you not communicated effectively? Why not?

## **Ways Communication Has Changed**

## **Ways to Improve Your Communication**

## **What Blocks Communication?**

## What Makes a Good Speaker?

Research shows that what people remember from your presentation is:

Your confidence, knowledge,  
enthusiasm, dress, manners:

\_\_\_\_\_

Your voice:

\_\_\_\_\_

Your media (Audio/visuals):

\_\_\_\_\_

Your message:

\_\_\_\_\_

## Five Quintessentials of Speaking Effectively

- 1)
- 2)
- 3)
- 4)
- 5)

## Three Objectives of a Speech

- 1)
- 2)
- 3)

## **Best Ideas: Communicate Effectively**

What are the three best ideas from this section?

1)

2)

3)

**How could you use these ideas: At work? At home?**

## Your Three-Month Goals

Set yourself two goals to be completed within the next three months.

They should follow the SMART formula:

- S**pecific - It should be clearly defined and not vague.
- M**easurable - It can be measured.
- A**ttainable - It is within your power to do.
- R**ealistic - It is possible and not just a pipedream.
- T**ruthful - It is something you really want to do.

Please write them down below. Also set a penalty for not accomplishing each one. (Penalties are an incentive to encourage you to take action. They are not meant as punishment or to make you feel guilty.)

This page will copied and mailed back to you at the end of three months to remind you of your commitments. I hope this helps you to accomplish them. MUCH SUCCESS!

---

As of today \_\_\_\_\_ (date),  
I am committing myself to accomplish the following goals.

Personal goal: \_\_\_\_\_

Reward for accomplishing your goal

Penalty for not accomplishing your goal

\_\_\_\_\_

Business goal: \_\_\_\_\_

Reward for accomplishing your goal

Penalty for not accomplishing your goal

\_\_\_\_\_

Signature: \_\_\_\_\_

## Your Three-Month Review

Use the following dates to review your progress towards your goals.

(To remind yourself, insert these dates into your calendar/day book)

	Dates	Progress
Today	_____	_____
1/2 month	_____	_____
1 month	_____	_____
1 1/2 months	_____	_____
2 months	_____	_____
2 1/2 months	_____	_____
3 months	_____	_____

**Remember:**     *You don't have to do this exercise.*

However...

*We are where we are now  
because of what we did in the past.*

*Where do **you** want to be in three months?*

## Check Your Progress and Results

**To accomplish our vision and goals,  
we need to regularly check our results.**

**What do you check/measure in your PERSONAL LIFE to know if you're "succeeding"?**  
(How do you know if you're "successful"? What are some of the signs, positive or negative?)

**What do you check/measure AT WORK to know if you're "succeeding"?**  
(How do you know if you're "successful"? What are some of the signs, positive or negative?)

**Where am I now? (What words come to mind for where you are...)**

**Personally**

**Professionally**

**What is "Success"? (Where do you want to be?)**

**Personally**

**Professionally**

**How have I made progress? (In the last year? In five years?)**

**Personally**

**Professionally**

## Maximizing Our Progress

*What we measure gets improved.*  
- Peter F. Drucker

*Not everything that can be counted counts,  
and not everything that counts  
can be counted.*  
- Albert Einstein

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### Why Check Your Progress and Results?

- 1) **Awareness.**
- 2) **Stay on target.**
- 3) **Know how much further you have to go.**
- 4) **Alignment with others' needs.**
- 5) **Problem correction.**
- 6) **Feedback to those involved.**
- 7) **Accountability.**
- 8) **Accomplishing the goal.**

**Responsibility** = Exercising your power to choose your  
*Attitudes + Behaviours,*  
which will determine your *Results.*

## How to Improve Your Results

- 1) *Be clearer about your* \_\_\_\_\_.
- 2) *Monitor the* \_\_\_\_\_ *and the* \_\_\_\_\_.
- 3) *Check the* \_\_\_\_\_ *results and the* \_\_\_\_\_ *results.*
- 4) *Use an* \_\_\_\_\_.
- 5) *Learn from your* \_\_\_\_\_ *and* \_\_\_\_\_.
- 6) *Appreciate your* \_\_\_\_\_.
- 7) *Be* \_\_\_\_\_ *to* \_\_\_\_\_. *Do it without* \_\_\_\_\_.

### Some Questions to Ask:

How did I do?  
Are we there yet?  
Are over/under budget?  
How do our people feel?  
How do I feel?

## What Blocks Checking Your Progress and Results?

- Fear of looking at results. Fear of failure.
- Past negative experiences.
- Your goal was not a priority. (Was it your own, or someone else's?)
- Losing sight of the goal.
- Seeing only roadblocks, reasons why you can't, problems.
- Inability to see (or unwillingness to value) the signs.
- You haven't asked for feedback/help - or you're not willing to use it.

## **Best Ideas: Check Progress and Results**

What are the three best ideas from this section?

1)

2)

3)

For **Best Results...**

Don't forget these. USE Them!

**How can you apply these ideas:**

**At work?**

**At home?**

## Five Steps to Personal and Professional Leadership

Personal	Corporate/Organizational
<p><b>1. Know Yourself</b></p> <ul style="list-style-type: none"> <li>• Your values; what is really important to you</li> <li>• Your strengths/weaknesses</li> <li>• Know where you need the help/skills of others - and find people with those talents</li> </ul>	<p><b>1. Know Your Company</b></p> <ul style="list-style-type: none"> <li>• Know what is going on in your company and industry</li> <li>• Know your people - not just the facts, but what matters to them 'underneath'</li> </ul>
<p><b>2. Find Your Vision and Passion</b></p> <ul style="list-style-type: none"> <li>• See clearly what you want out of life - personally, family, business, society</li> <li>• Think about possibilities/potential, not just what exists today</li> <li>• Whatever you do, do it with enthusiasm; joy, energy (if you do not have this, try doing it differently - or do something new)</li> </ul>	<p><b>2. Find Your Company's Vision and Passion</b></p> <ul style="list-style-type: none"> <li>• Know the company mission; own it; strive for it</li> <li>• Ensure your vision is compatible with your company's (if not, get out)</li> <li>• Look within your organization - who inspires or motivates you?</li> <li>• Find some passion for the company vision; share it with people around you</li> </ul>
<p><b>3. Take Risks</b></p> <ul style="list-style-type: none"> <li>• Do daring things; take steps in unknown areas</li> <li>• Risk looking foolish, not being perfect all the time</li> <li>• Risk being vulnerable; forthright; emotional; human</li> <li>• Trust your gut/intuition</li> <li>• Make decisions and take action</li> </ul>	<p><b>3. Take Risks</b></p> <ul style="list-style-type: none"> <li>• Tell the truth</li> <li>• Stick with your values, principles and integrity</li> <li>• Be passionate, even when others do not</li> <li>• Take personal responsibility for making the company a success</li> <li>• Make decisions; take action</li> </ul>
<p><b>4. Communicate Effectively</b></p> <ul style="list-style-type: none"> <li>• Express your ideas and feelings; be willing to be seen and heard</li> <li>• You "stand alone" when you speak - learn presentation skills and develop confidence</li> <li>• Learn writing skills</li> <li>• Practice every chance you get</li> <li>• Communicate so your audience will understand and relate to what you say</li> </ul>	<p><b>4. Communicate Effectively</b></p> <ul style="list-style-type: none"> <li>• Be direct. Tell it like it is.</li> <li>• Share your vision of what is possible, and how it can be done</li> <li>• Ensure people understand how to apply your ideas to make their own progress</li> <li>• Get feedback</li> <li>• Ask people what they feel/think</li> <li>• Raise people by praising them</li> </ul>

<p><b>5. <i>Check Your Progress and Results</i></b></p> <ul style="list-style-type: none"><li>• Look at what is working and what is not in your life</li><li>• How do you feel about your life? This is a good sign of whether it is working or not</li><li>• Look at your attitudes and behaviours; ask yourself, "What is contributing to my progress; what is holding me back?"</li><li>• Do you have a goal or vision to focus your energy? If not, choose one that you care about</li></ul>	<p><b>5. <i>Check Your Company's Progress/Results</i></b></p> <ul style="list-style-type: none"><li>• Look at what is working and what is not</li><li>• If something is not working, take action to correct it</li><li>• Think, spend, speak, act - as if it is your own company</li><li>• The more leadership you take, the more you will be given</li><li>• Contribute to others' progress - co-workers, customers, shareholders, stakeholders; the more others benefit, the more you will</li></ul>
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### **Daily Actions for Leadership**

- 1) Write down your ideas, visions, dreams - keep a notebook
- 2) Start with the result - see the completed vision in your mind; work backwards, to the present, to learn what steps you need to get there
- 3) Take daily action toward your goal/vision
- 4) Learn something from everybody - every person, speech, book
- 5) Learn the "how to" skills or the 'secrets' of how things work; learn how others have been successful in creating results
- 6) Exercise physically (it keeps the mind flexible too)
- 7) Communicate yourself - keep your name and skills/ideas out in front of people (you do not have to be the best - just 'out there')
- 8) Find good people to help you, especially where you are weak
- 9) Do not try to be perfect. Just do it
- 10) Relax. Fear and stress block creativity and action
- 11) Love what you do - and you will do what you love

## Books by Peter Urs Bender

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### Leadership from Within

Most people see leadership as the act of leading others. In keynotes, seminars and his book *Leadership from Within* Peter Urs Bender says that leadership “begins with leading *ourselves*.” It starts with understanding our values and finding our vision and passion, then taking action and communicating effectively to create results. Every organisation needs staff that expresses this “leader-within”. Those who move past their fears, take responsibility, make decisions, and create positive change. There is no limit to the growth we can achieve together when we develop the leader in each of us.

### Secrets of Face-to-Face Communication

In this age of sophisticated communications technology how can interpersonal communications be suffering? Simply, few people take the time (or even feel they have the need) to learn the *skills* of effective one-on-one communication. This book emphasizes a systematic approach to interpersonal contact because its authors know from their other work—presenting, leading, marketing—that systematizing the approach to any activity will help individuals excel at it. *Secrets of Face-to-Face Communication* will appeal to those who truly want to improve the skills that lead to better understanding.

### Secrets of Power Marketing

Millions have been raised to believe "if you build a better mousetrap, the world will beat a path to your door." But this is a lie! To thrive in business, you must be seen and heard. People must talk about you, know where to find you and believe in the value of what you offer. *Secrets of Power Marketing* explains how this exposure comes from marketing—in essence, belief in yourself and the ability communicate it to others. "Marketing is everything you do in life *that expresses who you are, what you do and creates a perception of your value*." You cannot *not* market. The most successful companies and individuals are those who have learned the secrets of how to do it effectively.

### Secrets of Power Presentations

In this age of information, a key ingredient of business success is our ability to communicate: to deliver winning presentations that move others to action. Whether it's in board meetings or staff training, with prospective clients or current customers, we need to be able to speak powerfully, think on our feet, and attract and hold attention. Peter Urs Bender has helped thousands to do just that; in fact, he wrote the book on it. *Secrets of Power Presentations* is a Canadian best seller with over 100,000 copies in print. Used in many top 500 companies, it is also required or recommended reading in over 40 Canadian universities/colleges. It has also been translated into French, German, Indonesian and Russian.

### Gutfeeling

Is it good looks, positioning, the right name or education that produces outstanding business people? They're all factors that help. But Peter Urs Bender believes there is one additional factor. It's the ability to listen to your Gutfeeling. Instinct and Intuition are intangibles, yet they're as real as Reason, Logic, and Analysis. He believes we can develop our Gutfeeling, and that there's nothing mysterious about it. It's really a process of allowing our unconscious access to our conscious mind—of “becoming” rather than “being”. *Gutfeeling* is a departure from Peter's previous books, but an extension of his philosophy of Leadership.

Authentic leadership creates a desire for connection and others want to follow you. A true leader shows up authentically and is present. In this world of increasing demands, constant change, and distractions, it is the authentic leader we crave. Enhance your knowledge and skills by participating in. "The task of leadership is not to put greatness into humanity, but to elicit it, for greatness is already there." John Buchan. Authentic leadership creates a desire for connection and others want to follow you.