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

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

Having Talent vs. Having a System
**Ingredients of Leadership**

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

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

(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)

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

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

My Strengths and Abilities:

1. 
2. 
3. 
4. 
5. 
6. 
7. 
8. 
9. 
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

<table>
<thead>
<tr>
<th>Statement</th>
<th>Always</th>
<th>Once in A While</th>
<th>Never</th>
</tr>
</thead>
<tbody>
<tr>
<td>I treat others as I would like them to treat me.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I believe that there is no shortcut to success.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I respect other people's religious beliefs.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I have done research to justify my own religious beliefs to myself.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I do not preach my morals to others.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I live up to my own moral standards.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I am true to my word and admit my mistakes.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I regularly help those who cannot help themselves.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I enjoy sharing with others.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I encourage people to live according to ethical beliefs.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
# Education and Intellectual Pursuits

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

<table>
<thead>
<tr>
<th>Statement</th>
<th>Always</th>
<th>Once in A While</th>
<th>Never</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am happy with the neighbourhood I live in.</td>
<td>______</td>
<td>_______</td>
<td>______</td>
</tr>
<tr>
<td>I am happy with the size of my home.</td>
<td>______</td>
<td>_______</td>
<td>______</td>
</tr>
<tr>
<td>I am in regular contact with my parents, brothers and sisters.</td>
<td>______</td>
<td>_______</td>
<td>______</td>
</tr>
<tr>
<td>I do yearly planning with my spouse/partner.</td>
<td>______</td>
<td>_______</td>
<td>______</td>
</tr>
<tr>
<td>I remember the birthdays of my closest friends and relatives.</td>
<td>______</td>
<td>_______</td>
<td>______</td>
</tr>
<tr>
<td>I respect my friends' spiritual beliefs.</td>
<td>______</td>
<td>_______</td>
<td>______</td>
</tr>
<tr>
<td>My living environment is clean and orderly.</td>
<td>______</td>
<td>_______</td>
<td>______</td>
</tr>
<tr>
<td>I feel proud of my family, friends and spouse/partner.</td>
<td>______</td>
<td>_______</td>
<td>______</td>
</tr>
<tr>
<td>I re-arrange my furniture and pictures every so often.</td>
<td>______</td>
<td>_______</td>
<td>______</td>
</tr>
</tbody>
</table>
# Social and Culture

<table>
<thead>
<tr>
<th>Activity</th>
<th>Always</th>
<th>Once in A While</th>
<th>Never</th>
</tr>
</thead>
<tbody>
<tr>
<td>I regularly associate with people older than me (if I am under 40).</td>
<td>______</td>
<td>______</td>
<td>______</td>
</tr>
<tr>
<td>I regularly associate with people younger than me (if I am over 40).</td>
<td>______</td>
<td>______</td>
<td>______</td>
</tr>
<tr>
<td>I have friends or associates who earn 100% more than me.</td>
<td>______</td>
<td>______</td>
<td>______</td>
</tr>
<tr>
<td>At least once a month, I help people who cannot help themselves (i.e. the disadvantaged, disabled, lonely).</td>
<td>______</td>
<td>______</td>
<td>______</td>
</tr>
<tr>
<td>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).</td>
<td>______</td>
<td>______</td>
<td>______</td>
</tr>
<tr>
<td>I have friends from different social and cultural backgrounds.</td>
<td>______</td>
<td>______</td>
<td>______</td>
</tr>
<tr>
<td>I belong to organizations and serve on committees and boards. I assist other members.</td>
<td>______</td>
<td>______</td>
<td>______</td>
</tr>
<tr>
<td>I give money, time and appreciation to cultural organizations.</td>
<td>______</td>
<td>______</td>
<td>______</td>
</tr>
<tr>
<td>I believe that there is no single correct culture or social system in this world.</td>
<td>______</td>
<td>______</td>
<td>______</td>
</tr>
<tr>
<td>I share but do not preach my cultural and social standards.</td>
<td>______</td>
<td>______</td>
<td>______</td>
</tr>
</tbody>
</table>
## Physical Fitness and Health

<table>
<thead>
<tr>
<th>Statement</th>
<th>Always</th>
<th>Once in A While</th>
<th>Never</th>
</tr>
</thead>
<tbody>
<tr>
<td>My weight is within 10% of the ideal.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I exercise at least four times per week.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I have a medical check-up each year.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I eat a healthy breakfast.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I eat a healthy dinner.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I eat healthy snacks.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I oversleep/undersleep.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I drink alcohol moderately.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I believe that I will live a long, good life.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I believe that I have good genes.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I use drugs.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I smoke cigarettes.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I lie to myself.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
# Career and Finances

<table>
<thead>
<tr>
<th>Statement</th>
<th>Always</th>
<th>Once in A While</th>
<th>Never</th>
</tr>
</thead>
<tbody>
<tr>
<td>I have clearly planned my career.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I am proud of my chosen career.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I read four or more books per year to advance my career goals.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I network at least four times per year to advance my career.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I live within my income.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I save part of my income regularly.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I maintain a good credit rating.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I regularly invest part of my savings.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I have a will.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I always have cash on hand.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**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:**

![Sample Grid](image)

**Complete This Grid:**

![Complete Grid](image)
Descriptions of the 4 Personality Types

Also known as:
The Thinker,
Thought Man/Woman,
Processor,
Cognitive,
Conserver-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.
LEADERSHIP FROM WITHIN

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

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

Other well-known terms used:
- Processor
- Cognitive
- Helper
- Interpersonal Supporter
- Boss
- Behavioural Commander
- Impulsive
- Affective
- Socializer
Interpreting your Personality Type

<table>
<thead>
<tr>
<th>Analytical</th>
<th>Driver</th>
</tr>
</thead>
<tbody>
<tr>
<td>Logical</td>
<td>Efficient</td>
</tr>
<tr>
<td>Precise</td>
<td>Independent</td>
</tr>
<tr>
<td>Serious</td>
<td>Candid</td>
</tr>
<tr>
<td>Systematic</td>
<td>Decisive</td>
</tr>
<tr>
<td>Prudent</td>
<td>Pragmatic</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Amiable</th>
<th>Expressive</th>
</tr>
</thead>
<tbody>
<tr>
<td>Loyal</td>
<td>Enthusiastic</td>
</tr>
<tr>
<td>Cooperative</td>
<td>Outgoing</td>
</tr>
<tr>
<td>Supportive</td>
<td>Persuasive</td>
</tr>
<tr>
<td>Diplomatic</td>
<td>Fun-loving</td>
</tr>
<tr>
<td>Patient</td>
<td>Spontaneous</td>
</tr>
</tbody>
</table>

Strengths and Weaknesses of the Personality Types

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

1) 
2) 
3) 

Two sides of passion

A) 
B) 

Why is passion important?

How Do You Grow Passion?

1) Give yourself (and others) ________________________________.
2) Ask yourself (and others): "what do you ____________________?"
3) Involve/incorporate ________________________________ in your work.
4) Express _______________. Bring _______________ out of the ____________.

What Blocks Passion?

- Beliefs: "Passion is not important."
- We disregard, suppress or repress our feelings.
- FEAR:
  - People will say we're "crazy or nuts."
  - We are afraid of where passion will take us.
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:

- **Specific** - It should be clearly defined and not vague.
- **Measurable** - It can be measured.
- **Attainable** - It is within your power to do.
- **Realistic** - It is possible and not just a pipedream.
- **Truthful** - 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:** ___________________________________________________________

<table>
<thead>
<tr>
<th>Reward for accomplishing your goal</th>
<th>Penalty for not accomplishing your goal</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Business goal:** ___________________________________________________________

<table>
<thead>
<tr>
<th>Reward for accomplishing your goal</th>
<th>Penalty for not accomplishing your goal</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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)

<table>
<thead>
<tr>
<th>Dates</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>Today</td>
<td>________________________</td>
</tr>
<tr>
<td>1/2 month</td>
<td>________________________</td>
</tr>
<tr>
<td>1 month</td>
<td>________________________</td>
</tr>
<tr>
<td>1 1/2 months</td>
<td>________________________</td>
</tr>
<tr>
<td>2 months</td>
<td>________________________</td>
</tr>
<tr>
<td>2 1/2 months</td>
<td>________________________</td>
</tr>
<tr>
<td>3 months</td>
<td>________________________</td>
</tr>
</tbody>
</table>

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

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

<table>
<thead>
<tr>
<th>Personal</th>
<th>Corporate/Organizational</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Know Yourself</strong></td>
<td><strong>1. Know Your Company</strong></td>
</tr>
<tr>
<td>- Your values; what is really important to you</td>
<td>- Know what is going on in your company and industry</td>
</tr>
<tr>
<td>- Your strengths/weaknesses</td>
<td>- Know your people - not just the facts, but what matters to them 'underneath'</td>
</tr>
<tr>
<td>- Know where you need the help/skills of others - and find people with those talents</td>
<td></td>
</tr>
<tr>
<td><strong>2. Find Your Vision and Passion</strong></td>
<td><strong>2. Find Your Company's Vision and Passion</strong></td>
</tr>
<tr>
<td>- See clearly what you want out of life - personally, family, business, society</td>
<td>- Know the company mission; own it; strive for it</td>
</tr>
<tr>
<td>- Think about possibilities/potential, not just what exists today</td>
<td>- Ensure your vision is compatible with your company's (if not, get out)</td>
</tr>
<tr>
<td>- Whatever you do, do it with enthusiasm; joy, energy</td>
<td>- Look within your organization - who inspires or motivates you?</td>
</tr>
<tr>
<td>(if you do not have this, try doing it differently - or do something new)</td>
<td>- Find some passion for the company vision; share it with people around you</td>
</tr>
<tr>
<td><strong>3. Take Risks</strong></td>
<td><strong>3. Take Risks</strong></td>
</tr>
<tr>
<td>- Do daring things; take steps in unknown areas</td>
<td>- Tell the truth</td>
</tr>
<tr>
<td>- Risk looking foolish, not being perfect all the time</td>
<td>- Stick with your values, principles and integrity</td>
</tr>
<tr>
<td>- Risk being vulnerable; forthright; emotional; human</td>
<td>- Be passionate, even when others do not</td>
</tr>
<tr>
<td>- Trust your gut/intuition</td>
<td>- Take personal responsibility for making the company a success</td>
</tr>
<tr>
<td>- Make decisions and take action</td>
<td>- Make decisions; take action</td>
</tr>
<tr>
<td><strong>4. Communicate Effectively</strong></td>
<td><strong>4. Communicate Effectively</strong></td>
</tr>
<tr>
<td>- Express your ideas and feelings; be willing to be seen and heard</td>
<td>- Be direct. Tell it like it is.</td>
</tr>
<tr>
<td>- You &quot;stand alone&quot; when you speak - learn presentation skills and develop confidence</td>
<td>- Share your vision of what is possible, and how it can be done</td>
</tr>
<tr>
<td>- Learn writing skills</td>
<td>- Ensure people understand how to apply your ideas to make their own progress</td>
</tr>
<tr>
<td>- Practice every chance you get</td>
<td>- Get feedback</td>
</tr>
<tr>
<td>- Communicate so your audience will understand and relate to what you say</td>
<td>- Ask people what they feel/think</td>
</tr>
<tr>
<td></td>
<td>- Raise people by praising them</td>
</tr>
</tbody>
</table>
5. **Check Your Progress and Results**
- Look at what is working and what is not in your life
- How do you feel about your life? This is a good sign of whether it is working or not
- Look at your attitudes and behaviours; ask yourself, "What is contributing to my progress; what is holding me back?"
- Do you have a goal or vision to focus your energy? If not, choose one that you care about

5. **Check Your Company's Progress/Results**
- Look at what is working and what is not
- If something is not working, take action to correct it
- Think, spend, speak, act - as if it is your own company
- The more leadership you take, the more you will be given
- Contribute to others’ progress - co-workers, customers, shareholders, stakeholders; the more others benefit, the more you will

## 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
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.
Leadership creates isolation. You are perceived and judged through the multiple lenses of those who report to you and those you who lead you. What others share with you is filtered through their conscious and unconscious needs. No matter how mistakes occur, responsibility for those missteps rests on your shoulders. Being a leader means that fulfillment rarely comes from others. Praise is short-lived and can feel hollow and insincere. Your life is driven by the need always to be on, be ready, react and respond.