Exercises for OPEN LEADERSHIP READ&DO

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Foreword to Read&Do exercises

These are the titles and bear necessities for doing the exercises of this Read&Do.

The goal is to use this in combination with the book (paper or e-book) where you find information about how to do each of the exercises.

Good luck with this Do-part!

Jean-Luc Mommaerts

1 Basic modules

1.1 Open leadership and a modern view upon the non-conscious

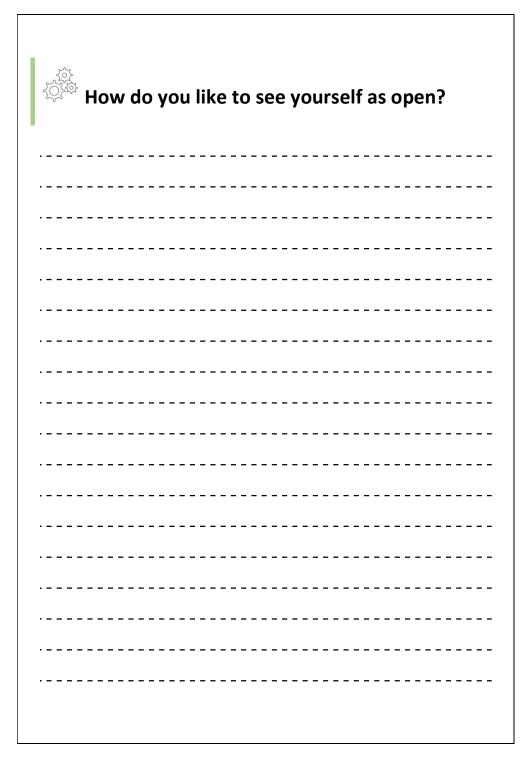
What are, according to you, possible advantages / disadvantages of a rather conceptual / subconceptual way of thinking?		

What are other situations in which you see the non-conscious occur?

Discuss this quote: "Openness to the total self is the FIRST responsibility of a leader."

1.2 An open leader is:

What does this mean in concrete terms for you? give an example from your own experience or from what you have experienced up close.



1.3 Leadership: what 'should,' why it doesn't work and how it does work

In which the puzzle is laying itself	

2 20pen leadership: rational depth

2.1 Management is prose. leadership is poetry.

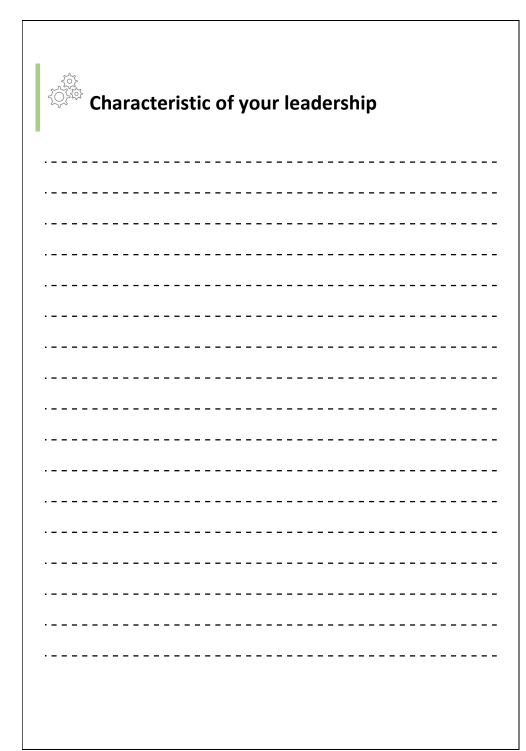
describe further differences between manager/open leader/boss	

2.2 The openness of open leadership Was Steve Jobs an open leader?

To what should you pay attention (dangers) when you spread your 'wings'?

2.3 What are the characteristics of effective leaders?

What are the characteristics of eff leaders?	ective
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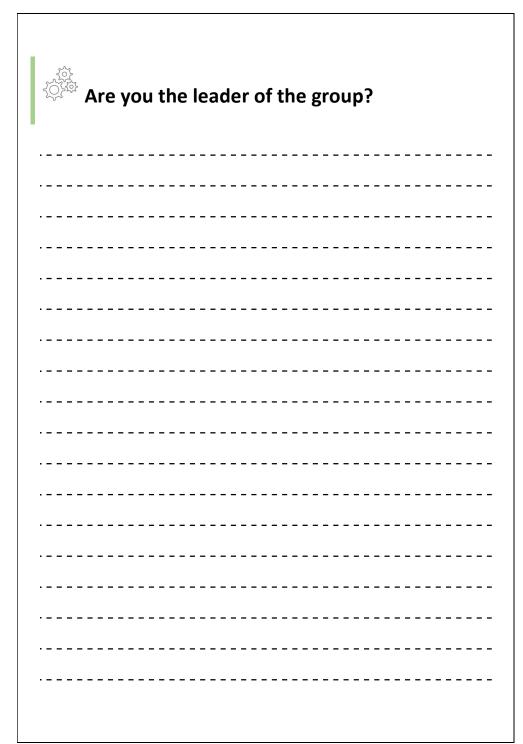


Why does authenticity stand on top of the list of the most praised qualities of a leader?

2.4 The importance of 'growing' as a leader

Visualize yourself as well as possible as an optimal leader of yourself.		

Why is your type of leadership as it is?



Put yourself in the place of an employee by doing

2.5 First short meditation: over and over again association ('focus, meditation')
Just remember some situations/thoughts related to the workplace, to which you can apply this.

Every time again an association about 'open leadership'

2.6 Second short meditation: the 3-minute empty teacup

about the thought: "is this exercise important?"

2.7 Third short meditation: 3-minute contemplation

3-minute contemplation	

2.8 Hard / weak / firm / gentle

How do you see firm/gentle as opposed to weak/hard?		

Invite yourself intensively

2.9 An open leader is a symbol

What are situations in which the leader can show himself and at the same time also be the group?

Yourself as a symbol

Imagine yourself occupying the space of a specific symbol for a while, also at a material level

Imagine yourself thoroughly as being a superman

Can you speak to one person and, at the same time, have the feeling that you are talking to everyone?	Can you give 'yourself' to the role of the one who 'knows, can and does'?

Can you be the team that is accomplishing something?

2.10People want inspiration

Find concrete examples + lessons you can learn from it.

Imagine yourself in the skin of someone who you believe is an inspired leader.		

2.11Making deep distinction

A few examples from your environment in which deep distinction is especially important.

Imagine a concrete situation in which you deepen your 'criticism' by openness.

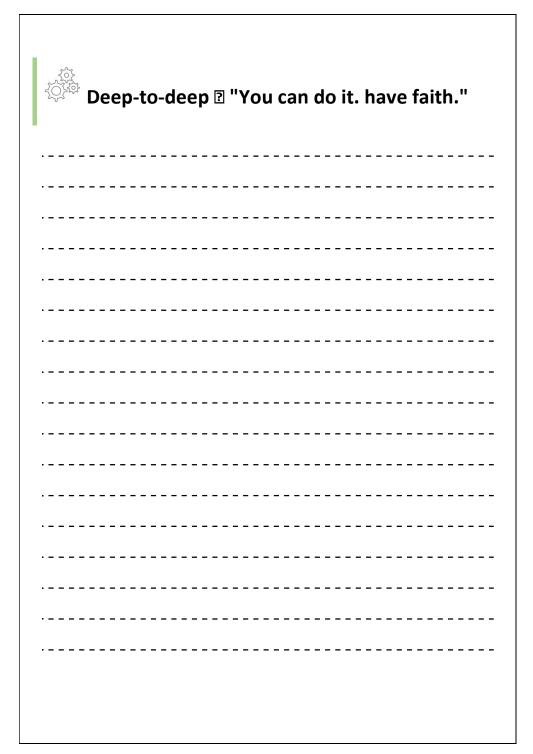
3 Open communication

3.1 Deep-to-deep leadership

What do you think are potential benefits (disadvantages) of deep-to-deep communication?

Picture yourself as a leader that everyone knows as someone where ultimately all is about 'depth .'

Deep-to-deep 2 giving-attention: you are the other.



3.2 Clear communication with momentum

Choose someone from your area. try to take his stand as well as possible.

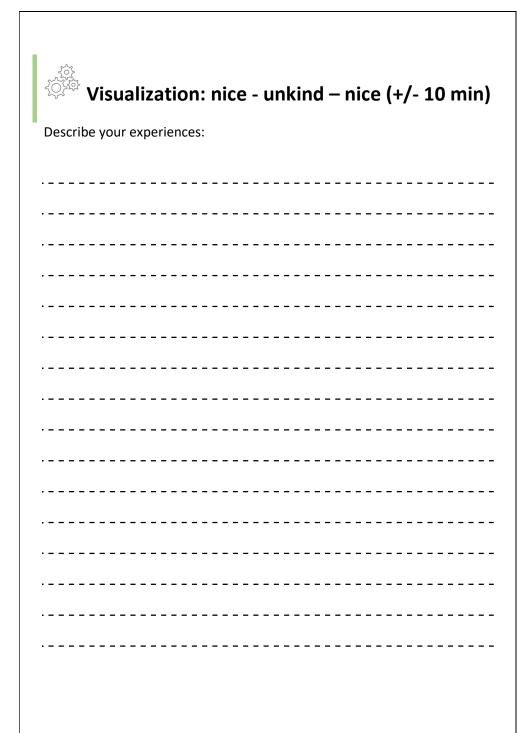
Imagine a past communication which was not so clear apparently.

3.3 Give <Your!> time

Experience this idea: "i give xxx of my time and in this, fully myself."

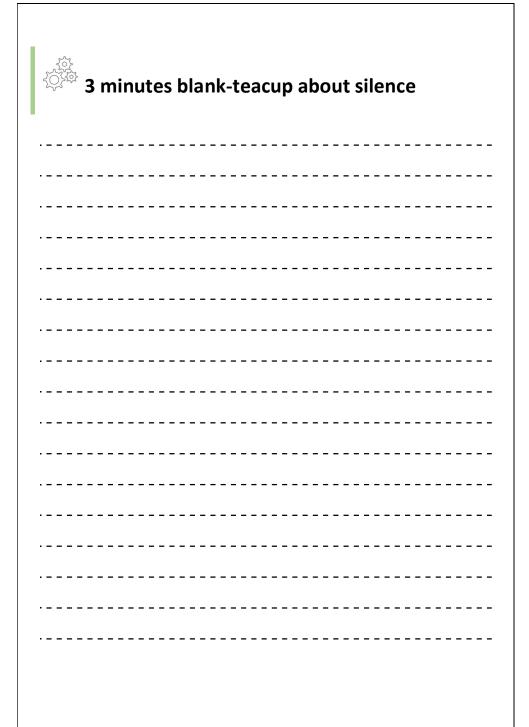
How can you show someone that you are giving him fully your (short) time?

3.4 Mr. nice guy = mr. weak guy? Mr. nice guy: soft, firm, hard, weak?



3.7 The power of silence

How can periods of silence lead to time savings?



3.8 A leader says yes!

What are potential pitfalls at always saying yes?

Imagine a situation in which finding the yes!- level of depth is not obvious.

Can you say 'yes' at a deep level?

3.9 The importance of consistency 3.10The importance of 'concretuality' How can consistent leadership lead to an What are work situations, in the broad sense (even) more positive atmosphere? of the word, where you can see or suspect the importance of 'concretuality'?

Imagine how you can bring concrete things that, at the same time, have a tremendous symbolic strength.	

Why is an injection more powerful as a placebo than a pill?

3.11Open leader = the charismatic one

A practical example of charisma

Can you think about charisma as a kind of non-erotic one-sided love-affair?

Were the last five american presidents charismatic?

Why does one hardly ever speak about a 'charismatic follower'?

Picture yourself in the skin of a leader who makes you (yet) more charismatic than he already is.

3.12A coaching open leadership

What are the characteristics of coaching?

Can you think of an example of giving direction as a coach, at home?

A recent incident at work

4 Open leadership: being and doing

4.1 Spiritual leadership

How can one bring 'spiritual leadership' in your department without scaring people away?
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Can you say how 'spiritual leadership' and creativity relate to each other?

4.2 Mere-ego and wider self

Doing out of being; being out of doing

Can you just watch and have 'luck'?

4.3 Pure desire >< frustration-desire In your own words: the difference between desire and desire without frustration

Can you see hunger as a desire without frustration? explain.

In what way do you think, can 'deep pleasure' show you the way that is the right one?	About the fun from coming from an idea to a solution. what is fun in this for you?

3-minute contemplation: deepening of pleasure

4.5 Situational open leadership

5 minutes – empathizing with situational leadership

4.6 A leader has control

Can you think of a concrete example where control is leading to more freedom?

What makes the <u>C</u> in <u>C</u>ontrol?

4.7 Transformational open leadership

Think back to a period when you were very enthusiastic.

Feel in yourself how it feels to stand 'in the eye of transformation' that you are initiating yourself.

4.8 A leader has a vision.

Is it, according to you, the vision for which the company exists or vice versa?

4.10The (non) directive leader 4.9 Striving for consensus What is according to you the difference Reflection: directive leadership is not between a consensus and a compromise? bossiness?

Direction without directives: "how do you do it?"

4.11Power versus power

"Power corrupts" how can that happen specifically?

The leader makes decisions and takes responsibility. can you connect this with 'the deeper layer'?	Picture yourself as someone with infinite power who remains quite normal despite this.

5 Open motivation

5.1 What is 'open motivation'?

Intrinsically >< extrinsically: working on examples

Bringing motivation to here-and-now

What is 'deep' in deep motivation?

5.2 People do not want to be changed

Can you link this to the charisma of individual leaders whom you know and the way they are using their charisma to change entire groups?			

Imagine that you are a person who best would change, but who will never change unless from within.

5.3 Inspiring others towards 'voluntary obedience'

People are obedient to whom in the first place: to themselves or? why?		

Take one individual value that matches the company value

5.4 Beware of 'discouraging people' Work out an example of exploring the positive

5.5 Manipulation >< motivation Think of a situation where you are feeling manipulated (or might feel).

In your opinion, what is the main difference between motivation and manipulation?

5.6 From motivation to inspiration

Leadership = poetry?

5.7 The real goal of real goals keeps going further and further

Deep-to-deep - the goal = providing a better world

Are you making a lot of effort personally to figure out the real goals of your employees?	Take a goal. search behind this goal a more realistic one.

5.8 From meaning to meaning through open leadership

Think of a concrete example where authenticity leads to finding meaning									

5.9 Motivation, 'resonance' and empathy
To what extent is the empathy of others also your responsibility as a leader, according to you?

Strings that let other strings vibrate in resonance

6 Emotions in open leadership

6.1 Feeling emotions in an open manner

emo	3-minute empty teacup focused on the emotions of the other							
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6.2 Anger-energy 6.3 Anxiety Case study Anger minus frustration = energy

6.5 Character >< persona 6.4 Basic trust How do you think to be able to increase the Do you know personal examples of people basic trust of your employees (even more)? with character and others with persona?

6.6 Bosses stress, stress-free leadership 6.8 Leadership and meditation To what end? Give some concrete examples of 'bosses stress'