On Personal Effectiveness

Song of the Open Road

'Wisdom is of the Soul, is not susceptible of proof, is its own proof,
Applies to all stages and objects and qualities, and is content,
Is the certainty of the reality and immortality of things, and the excellence of things;
Something there is in the float of the sight of things that provokes it out of the Soul.'

Walt Whitman, Leaves of Grass, 1855

The Five Discoveries

Figure One –Towards Personal Effectiveness (PE)

1. The First Discovery
   - My ideal self
   - Who do I want to be?
2. The Second Discovery
   - My real self
   - Who am I?
   - What are my strengths and gaps?
3. The Third Discovery
   - My learning agenda
   - How can I build on my strengths while reducing my gaps?
4. The Fourth Discovery
   - Experimenting with new behaviours, thoughts and feelings to the point of mastery
   - What actions do I need to take?
5. The Fifth Discovery
   - Developing trusting relationships that help, support and encourage each step in the process
   - Who can help me?

Personal Authenticity

Discovering just who you are and what you stand for is critical to achieving a real sense of self. Becoming authentic is not an event but a series of interconnected interactions, recursive and non-linear interdependencies, a web of relationships that allow the development of a mature, deep thinking, reflective, generous spirit. This is not a predictive process but one that requires open-mindedness and a flexible mindset.

Figure Two offers a model for the development of PE and PA.

Figure Two

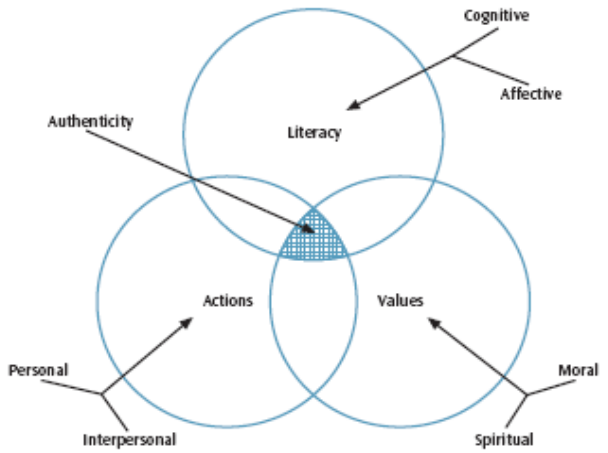

Figure 2: Understanding personal authenticity

Figure 2 offers a model of personal effectiveness that demonstrates the connectedness and interdependence of three elements.

1. Literacy: the development of a personal language that is rooted in a rich vocabulary that allows for the full expression of both the affective (the emotions) and the cognitive (the intellectual). Effective people (and leaders) are equally comfortable in engaging with the emotional and intellectual and have the skills to communicate to achieve understanding and influence. Central to this is the notion of dialogue, the ability to hold meaningful conversations with self and others.
2. Values: the translation of moral and spiritual dimensions into a coherent and meaningful set of personal constructs that inform language and action.
3. Action: the ability to use language based on values to inform personal choices and engagement with others. Equally the intrapersonal informs and enhances language and ensures that values are informing personal and social action.

The process of becoming authentic might be called emergent – growing smarter through an increasing level of personal understanding associated with self-reflection. ..patterns develop that allow the development of trends, building blocks towards relevant coherence. Deep learning occurs allowing understanding and invaluable experience. This process in turn encourages confidence and wisdom.

A real grasp of Modes of Learning is critical to effective success. Figure 3 provides the basis for conversation.

Figure 3: Modes of learning

	Shallow (What?)	Deep (How?)	Profound (Why?)
Means	Memorisation	Reflection	Intuition
Outcomes	Information	Knowledge	Wisdom
Evidence	Replication	Understanding	Meaning
Motivation	Extrinsic	Intrinsic	Authentic
Attitudes	Compliance	Interpretation	Creativity
Relationships	Dependance	Interdependence	Independence
	Single Loop	Double Loop	Triple Loop

Figure 3's model is not hierarchical. Shallow learning is sometimes quite sufficient; it is, however, based on replication and therefore inadequate in today's world of complex choices. Deep learning by contrast creates understanding allowing personal interpretation. Personal learning approaches and real self-knowledge are critical to achieving robust personal effectiveness. Equilearn can offer a number of self-discovery pathways in both individual and group settings.

For information and a conversation on what might suit your personal, team or oganisational needs in the context of the exploration of personal and collective effectiveness development and consolidation, call Equilearn – Tel:44 207 737 7878 or email info@equilearn.org

Current Equilearn Offer – 2009 Q3-4

Equilearn is offering a unique opportunity for up to 6 leaders to participate in an intensive personal effectiveness initiative that comprises 6 coaching circle conversations of 3 hours. 3 of these conversations are facilitated by an Equilearn accredited facilitator-coach; 3 are self-managed by coaching circle members. The programme is based on and supported by a comprehensive workbook/manual of around 80 pages that has proved highly effective in leadership capacity development based on a coaching model.
The programme runs over 3 months and offers email support.

Package Fee: £1800 (plus travel at cost)