

What do you want to achieve in the next year(s)?

What do you need from the company?

What assets and liabilities do you have right now?

What do you need from me (supervisor)?

What do I do that gets in your way?

What your team bosses do that get in your way?

What is your pattern of failure?

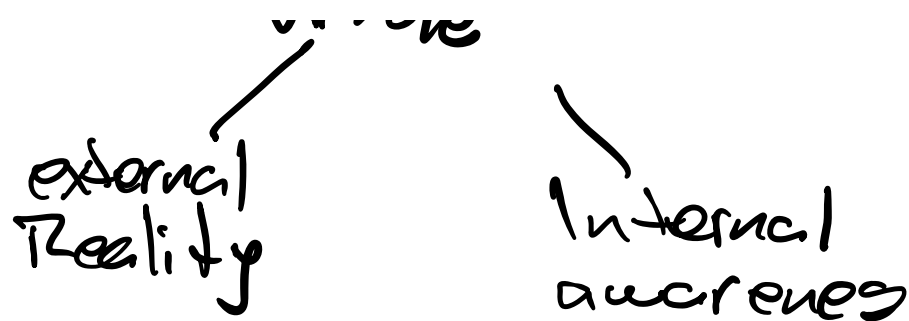
What danger signals should I look for ahead of time so I come and help you?

Reactive
Orientation
(external
locus of
control)

Creative
Orientation
(internal locus
of control)

Interdependent
Orientation

You are part
of a greater
whole



Both are part
of your reality

The reality and
you evolve over
time

↓
A personal vision evolves from
getting what you want. Instead
you ask

"Who is the I that wants
when I say I want"

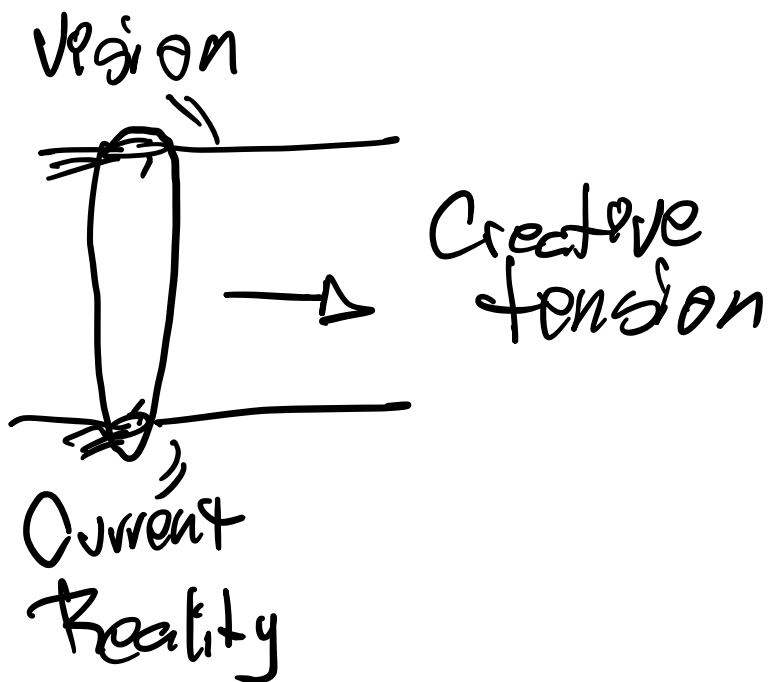
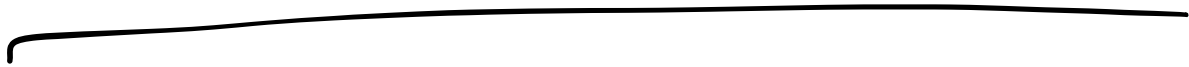


Balance what I want for.

myself with what I want
for the world



Let's create an interdependent
vision



Personal mastery requires
to see the current
Reality as the ally to
achieve the vision.
Not the enemy.

An accurate, insightful view
of the current reality
is as important as the
vision.

Failure is a shortfall,
evidence of the gap between
vision and current reality.
Is an opportunity to learn
about inaccurate views of
the current reality about
strategies that didn't

work as expected,
about the clarity of
the vision.

Mastery of creative tension
calls for patience and
perseverance.

Personal mastery is being in
continuous learning mode.

Never "arrive", is nothing you
"process" is a process

People with high level of
personal mastery are acutely
aware of their ignorance,
their incompetence, their
growth areas. Yet, they

are deeply self confident
because the journey is
the reward.

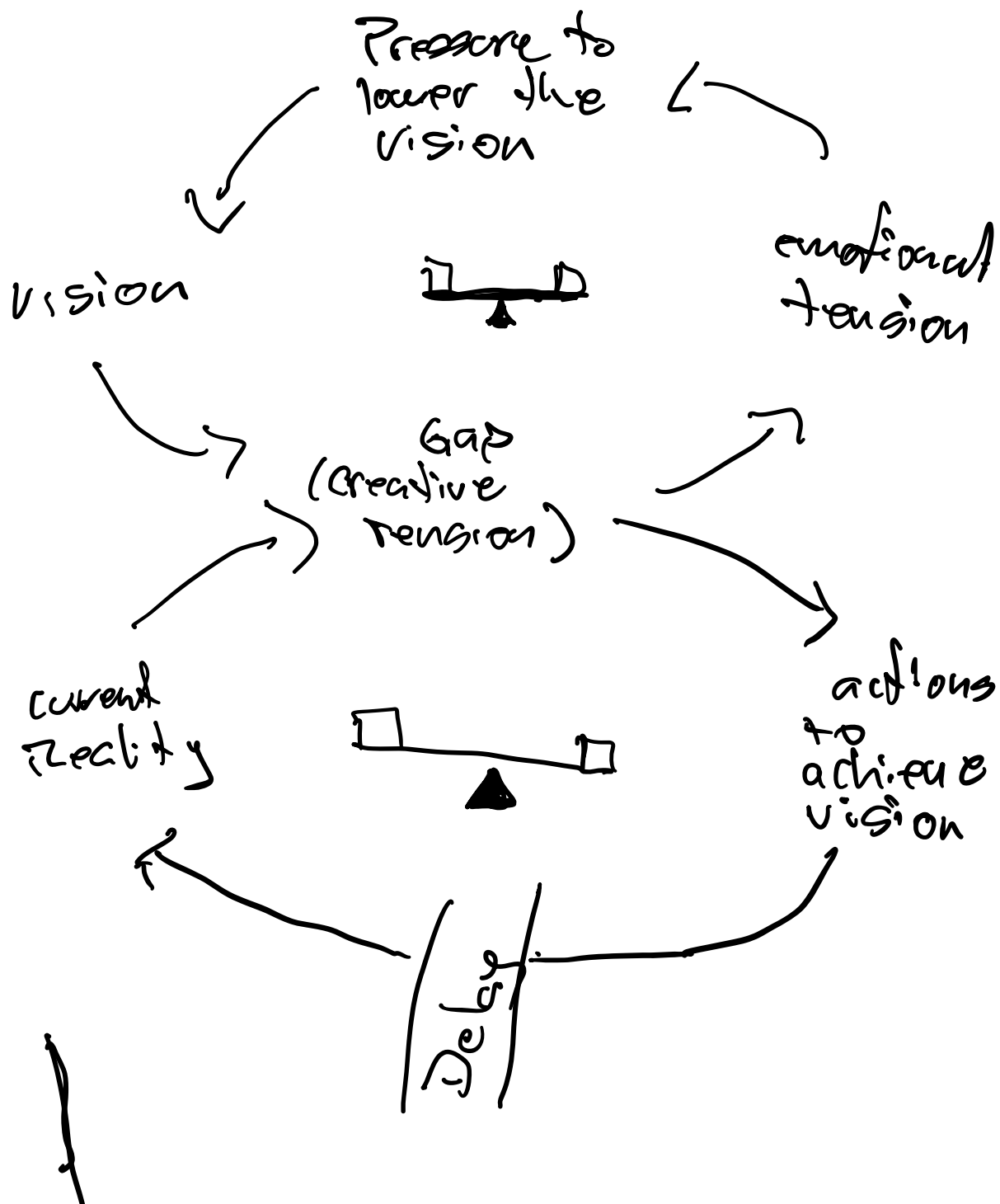
Learning is not gaining skills,
but expanding the ability
to produce the results
we truly want in life.

Vision is clear. — what
Purpose is abstract — why

Emotional tension \neq
Creative tension

emotional tension can
lead to "shift the

SURDEN





Lowering the vision causes temporal emotional tension relief. But as the real necessary actions are not being taken, a new emotional tension rises, and the vicious cycle continues

Key:

understand creative tension, and allow it to operate by not lowering the vision. Then vision becomes

an active force.

"It's not what the vision is,
is what the vision does"

Let creative tension be the
fuel to get to the
VISION

ment of us impose biases to
the reality.

Tip: use mental models
to see the reality
unbiased

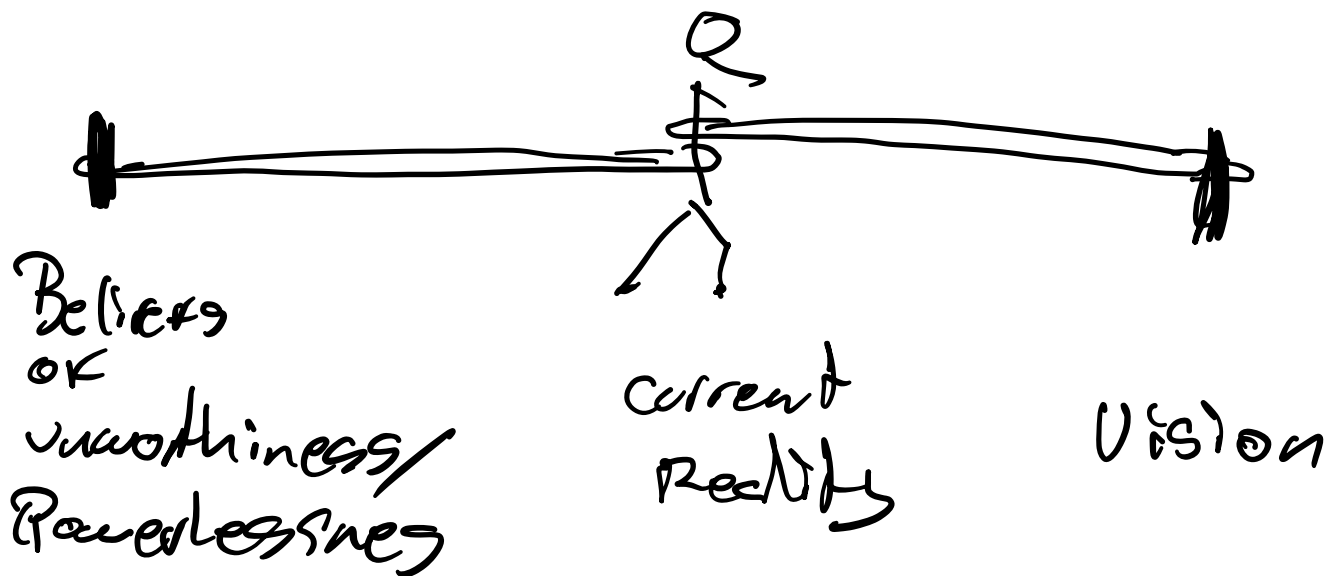
Observations > Interpretations

△ creative person knows that

there is no creation without
destroying

Tip 2:

Be aware of
contradictory beliefs that
prevent us to get to
our vision



Coping mechanisms to
structural conflict

- create artificial conflict
- lower the vision
- "will power" to success

(Fight)

↳ act without leverage
and we end up
tired

↳ (win)

↳ there are considerable
unintended consequences,
usually other
areas of our life
suffer

↳ structural conflict
stays the same

How to alter deep beliefs
that prevent us to achieve

our vision?



Telling the truth

- continuously challenge our theories
- continuously root out the ways we limit or deceive ourselves

From:

- seeing what it is
- understanding why things are the way they are

"The reason why I am giving up Obi web leadership is that other managers don't appreciate / acknowledge my work"

↳ Florian, Dominik and Armin let me down

↳ I will powered through

Acknowledge the origin of the internal structures
Rather than fight them

Once we acknowledge them, they become part of the current world.

... by, and
we keep our commitment
to the tooth, and
we transform them into
creative tension