



Leadership Principles



Taking Charge

1.0 Course Introduction

1.0.2 Your Personal Path of Leadership Development

M1_Rating Scale_Personal_Abilities

1.2 The Work of Leadership is Different

1.2.2 The Work Changes

M1_Free Entry Table_Two Best Leaders_V2

Your Response



	Which tools did they use most effectively and how did they use them?	What do/did they do to bring out the best in you?
Professional Experience	direction	relationships: following up on my status and see if there is anything blocks me
Another Area of Your Life	direction	Self

1.2.3 Time Allocation Changes: Devoting Versus Spending Time

M1_Pie Chart Generator_Multiple Numeric Entry Table_Hours Spent

Completing my own deliverable tasks [Deliverable Tasks] : 20 Hours

Meetings with others to work on tasks or solve problems [Task Meetings] : 2 Hours

Meetings with multiple others to coordinate, discuss issues, and provide or receive guidance (for example, reviewing a Power Point presentation in advance of a client meeting) [Review Meetings] : 5 Hours

One-on-one meetings to update, provide or receive feedback, or to provide or receive guidance [One-on-One Meetings] : 1 Hours

Formulate what we need to accomplish, why, and by when [Create Plan] : 3 Hours

Communicating about plans and goals and progress on that plan and toward those goals [Communicating] : 0 Hours

Meeting with people outside my team on issues not directly relevant to the work or objectives for which I'm responsible [Meeting with Manager(s)] : 1 Hours

Activities dedicated to educating myself, whether through conversations, online, or more formal training [Learning] : 5 Hours

M1_Free Entry Table_Shared_Spend More or Less Timev2

Your Response



	Change In Amount Of Time	Action Step
Deliverable Tasks	reduce to 10 hours	assign more tasks to others
Task Meetings	increase 2 hours	collaborating with people
Review Meetings	keep the same	no need
One-on-One Meetings	increase 2 hours	book meetings to follow up
Create Plan	no change	no change
Communicating	increase	allocate time to synchronize with the team on the goal
Meeting with Manager(s)	increase	meet other stakeholders
Learning	no change	keep doing it



1.3 The Necessary Change

1.3.2 A Shift in Self-Perception

M1_Free Entry Table_A Real Stretch

Your Response

What was the situation?	we are establishing a new function in another country and I will be the main contributor sitting in the headquarter
What did you need to learn?	How to do long distance management. How to follow and set directions from a couple of thousands kilometer away
What thoughts and emotions did you have?	complicated. How to do this? How can I do the best way?
How did you approach learning the necessary items?	Be open. Learn from books, learn from experienced people
What sort of support and encouragement did others give you?	Allocate time and support for me to grow and learn
What would you do differently the next time you face a similar situation?	take the necessary steps, do not need to rush to the goal.



1.3.3 The Learning Path of the Internal Shift: Worse Before Better

M1_Reflection_Personal_Area of Development

Question

Now, please pick one of these activities where you most need to develop. Based on your current location on the learning path, what do you need to learn to progress? Your response to this question will remain private.

Your Response

Influencing people who have different interests and viewpoints from mine

Submitted November 09, 2019 at 04:30 PM ET



1.4 Building Self-Awareness

1.4.2 Emotional and Social Competency Inventory (ESCI)

M1_Select-All_Bar Chart Cohort Results_Competencies

Question



Think about your current position and your responsibilities in your organization. Which four of the twelve competencies do you need the most in this position?

Answer

Organizational awareness Conflict management Influence Inspirational leadership

Reflection Question

Why are these four items the most important in your position?



Reflection Response

These focus on interpersonal relationships.

Submitted November 10, 2019 at 02:34 PM ET

Results

Competency	Number
Teamwork	123
Self-awareness	120
Organizational awareness	116
Emotional self-control	112
Adaptability	102
Influence	99
Coach and mentor	94
Inspirational leadership	94
Achievement orientation	84
Positive outlook	82
Conflict management	75
Empathy	64

1.4.3 ESCI Results

M1_Select-All_Highest_Bar Chart cohort results

Question

In which three competency areas did you have the highest rating? If you didn't receive a feedback report, which three competency areas would you choose based on feedback you have received from previous managers and colleagues?

**Answer**

Achievement orientation Positive outlook Emotional self-control

Results

Competency	Number
Teamwork	181
Adaptability	151
Emotional self-control	142
Achievement orientation	97
Organizational awareness	92
Positive outlook	64
Coach and mentor	45
Inspirational leadership	33
Empathy	31
Self-awareness	29
Influence	17
Conflict management	11

M1_Select All_Lowest_Bar Chart cohort results**Question**

In which three competency areas did you have the lowest rating? If you didn't receive a feedback report, which three competency areas would you choose based on feedback you have received from previous managers and colleagues?

**Answer**

Organizational awareness Coach and mentor Conflict management

Results

Competency	Number
Conflict management	152
Coach and mentor	130
Inspirational leadership	123
Self-awareness	100
Influence	90
Emotional self-control	68
Empathy	52
Positive outlook	32
Adaptability	26
Organizational awareness	28
Achievement orientation	21
Teamwork	8

M1_Reflection_Personal_ESCI Improvement**Question**

Pick one area from the ESCI you would like to improve upon to become a more emotionally intelligent leader. What is your first goal to make this improvement? Your response to this question will remain private.



Your Response

relationship management. To becomes a leader with warmth.

Submitted November 10, 2019 at 03:08 PM ET

M1_Free Entry Table_Concrete Actions

Your Response

	Things I Will Do Less Of	Things I Will Do More Of
1	thinking more of how I solve this	listen and observe more on other stakeholders interest
2	only focus on some perspectives	trying to understand everyone's interest



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	Things I Will Do Less Of	Things I Will Do More Of
3	using key people support	convince others by using personal

COPY M1_Free Entry Table_Concrete Actions

Your Response

	Potential Barrier	My Plan to Overcome
1	it may take too much effort to align different stakeholder	be patient, come up with a plan
2	it can be difficult to understand the real interest for everyone	be more clear on communication
3	it can take quite long time to see an effect	start from today and give it a try



Leading Your Team

2.1 Setting Up Your Team for Success

2.1.2 Dashboard of Team Effectiveness

Measuring Team Effectiveness

Your Response

Why do you think measures of team strength and flexibility, as well as individual learning and growth, are on the leader's dashboard of team effectiveness?

These are long term investment to enable future success. Happy culture and happy employees give good image and loyalty to the company.

Have you been on a team that fell short on team strength and flexibility or individual learning and growth? What was that experience like?

Yes. It feels like you are a chicken laying eggs. Has to do this but no that, has to fit all the rules.

2.2 Model of Team Effectiveness

2.2.2 The Lever of Process

M2_Reflection_Shared_Social Sensitivity

Question

Why do you think that social sensitivity and team members taking turns speaking would have such an impact on team performance?

**Your Response**

shows the respect and able to listen and reflect

Submitted November 15, 2019 at 03:25 AM ET

2.2.6 The Model of Team Effectiveness**M2_Poll_Levers****Question**

Think back to the first exercise in which we asked you to consider the best and worst teams that you have been a part of. As you think about the best team, what lever—culture, process, design, or launch—was most critical to its success?

Answer

Culture

Reflection Question

Explain your choice of lever.

Reflection Response

Culture is the first enablers for knowing how to interact with each other, best ways of getting around in the team. It fits into the social intelligence dimension.

Submitted November 16, 2019 at 12:38 AM ET

Results

Culture: 69 %

Design: 12 %

Process: 11 %



Launch: 9 %

M2_Poll_Missing Lever

Question

Now think about your worst team experience. What lever was missing or what lever, if used, would have been most powerful in improving the team?

Answer

Launch

Reflection Question

Explain your choice of lever.

Reflection Response

people start to jump into the work without much understanding of each other and hope everything will be clear on the way.

Submitted November 16, 2019 at 12:43 AM ET

Results

Culture: 46 %

Process: 21 %

Launch: 19 %

Design: 14 %

2.3 Key Challenges to Teams

2.3.2 Resolving Conflict

M2_Poll_Dynamic of Conflict

Question

Think about your current team or a recent team you have been part of. Which of the following best describes the dynamic of the team regarding conflict?

**Answer**

They suffer(ed) from too little conflict

Results

They have (or had) the right amount of conflict: 44 %

They suffer(ed) from too little conflict: 29 %

They suffer(ed) from too much conflict: 26 %

2.3.3 Diverse Teams**M2_Reflection_Shared_Sources of Diversity****Question**

Think about yourself. What sources of diversity do you bring to a team? For each source, explain how the diversity you bring helps the team.

Your response to this question will remain private.

Your Response

1) different personality. I am extrovert while many are introvert

2) perspectives. I look things different than many

3) nationality/language

Submitted November 16, 2019 at 02:34 AM ET

M2_Rating Scale_Show Cohort Results_Personal Comfort**Comfort Level**

Your Response

You received 6 on a scale of 1 (1 (Very Low)) to 7 (7 (Very High)).

Average Cohort Response

You received 5 on a scale of 1 (1 (Very Low)) to 7 (7 (Very High)).

**Capability**

Your Response

You received 5 on a scale of 1 (1 (Very Low)) to 7 (7 (Very High)).

Average Cohort Response

You received 5 on a scale of 1 (1 (Very Low)) to 7 (7 (Very High)).

M2_Free Entry Table_Comfort Level Explanation

Your Response

Increasing comfort level	being open admit that is who they are and how they interact
Enhancing capability	learn from each other, their ways of working

2.3.4 Dispersed Teams**M2_Reflection_Shared_Dispersed Challenges****Question**

Have you worked on a geographically dispersed team? If so, what were some of the challenges the team faced? If you have only worked on teams where members are located in the same physical location, what would you predict some of the main issues would be when team members are dispersed across multiple locations throughout the world?

Your Response

Yes. How to sync business objectives and track the performance? How to share knowledge? How to keep people has the feeling at home?

Submitted November 16, 2019 at 03:30 AM ET

**M2_Reflection_Shared_Working in Dispersed Teams****Question**

Based on your experience, what have you seen work well in getting the best from dispersed teams? If you do not have experience working on a dispersed team, what tactics and practices do you think would help in a dispersed situation?

Your Response

Frequent communications and meetups. Nothing beats meeting with the person once a while and simply say hi.

Submitted November 16, 2019 at 03:46 AM ET

2.3.6 Psychological Safety**M2_Reflection_Shared_Creating Conditions****Question**

What have you seen leaders do to create conditions where there is open exchange, deep respect for others, such that people challenge one another and are willing to be challenged, and take the risk of trying things out, stumbling, and learning from mistakes?

Your Response

1) encourage speak up and show their opinions 2) whatever happened in the room stays in the room 3) it is ok to be different.

Submitted November 17, 2019 at 03:01 PM ET



Unleashing Potential in Yourself and Others

3.1 Developing Your Leadership Imprint

3.1.1 Your Leadership Imprint

M3_Reflection_Shared_Absolute Best

Question

Think about a time when a leader brought out your absolute best. What was it about their presence, about how they carried themselves, that had that positive impact? To illuminate that impact, please write a thank you note to the person specifying what they did to bring out your best.

Your Response

get me involved, feed me with details, communicate

Submitted November 21, 2019 at 02:59 AM ET

M3_Reflection_Personal_Focus Inward

Question

Turn the focus inward for a moment. What are some distinctive qualities, like Mia's authenticity, that you have that you can personally draw upon as a leader?

Your response to this question will remain private.

Your Response

openness, willing to help, present, listen

Submitted November 21, 2019 at 03:08 AM ET



Unleashing Potential in Yourself and Others

M3_Poll_Seven Dimensions Imprint

Question

The first note in the chord of three frameworks that we will use to explore leadership style is what we call your “leadership imprint.” We use the term “imprint” to capture the way that you are experienced by those you are leading and working with. How you conduct yourself leaves an impression on those with whom you’re working, like a footprint in the sand. That profile of how others experience you can be mapped along seven dimensions.

- Authenticity: the quality of being true to oneself and genuine in interactions with others
- Competence: the capacity to do the work of leadership and take the team where it needs to go
- Humility: making space for and acknowledging others' contributions, and recognizing your own areas of limitation
- Resolve: a steadfast commitment to see things through to completion
- Warmth: likeability and caring about team members as individuals
- Elevation: understanding how to set high expectations that others feel energized to pursue
- Faith: creating a sense of possibility and confidence in what can be achieved

Of the seven dimensions that make up a leader’s imprint, which do you see as the most important to your success as a leader in your current organization or industry?

Answer

Competence Resolve Elevation Faith

Reflection Question

Explain your reasoning. What is it about the specific dimension that you chose that makes it most important to your work as a leader?

Reflection Response

Competence is very good to have if people is driving an innovative industry. High vision and see how to carry it through with good faith can be very beneficial.

Submitted November 21, 2019 at 03:19 AM ET

Results

Competence: 51 %

Authenticity: 42 %

Elevation: 32 %



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Humility: 30 %

Resolve: 29 %

Warmth: 27 %

Faith: 25 %

3.1.2 Adjusting Your Leadership Imprint to the Needs of the Situation

M3_Free Entry Table_Distinct Qualities_3

Your Response

	Which of your distinctive qualities might you draw on and how?	How would this situation stretch you beyond your existing distinctive qualities—which qualities might you need to develop in yourself?
One of your direct reports sent a client a draft report with multiple errors and figures that were not correct. You are copied on the email.	Competence and resolve. We see the errors shows competence and we need to figure out how to deal with this in the future to avoid it.	resolve
You observe one of your direct reports yelling at someone from another team at your organization about an unfinished assignment, and it's your responsibility to handle the situation.	Authenticity, Humility and Elevation. We need to understand the situation, acknowledge the contributions and show ways to improve and get work done.	Elevation



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	Which of your distinctive qualities might you draw on and how?	How would this situation stretch you beyond your existing distinctive qualities—which qualities might you need to develop in yourself?
Your team has been working very long hours as a critical deadline on a project approaches. You just discovered that, due to a new request from your bosses, the team will have to re-do a substantial chunk of work they have been laboring away on most of the past week. You have to deliver the news to your team and ensure they focus and deliver.	Faith, resolve. This happens. We need to believe that is good for the company and get the right thing done. It is not always we are doing the things that maximize the goal for a project or company.	Faith

M3_Free Entry Table_Imprint Framework_V2

Your Response

When have you (or leaders you have worked with) been experienced differently because of race, gender, nationality, language, or some other aspect of who you are (or who they are)?	This happens to me very often when I live in a different country. The way people interpret these three dimensions can have some culture background.
How have you, or people you've worked with, handled these misinterpretations by others?	We need to keep authentic and communicate what and why we take this action instead of others.
When have you inadvertently judged a leader or co-worker based on such an attribute, only to discover your judgment was wrong and you adjusted accordingly?	When people come with different background and culture. It happens that they way I interpret what it means is actually wrong.



Unleashing Potential in Yourself and Others

3.1.3 Assessing Your Own Leadership Imprint

M3_Free Entry Table_Keep Stop Start

Your Response

	Keep Doing	Stop Doing	Start Doing
Authenticity	being true to myself and genuine in interactions.	sacrifice	learn new techniques to improve. Try to learn more about others
Competence	keep learning different knowledge	too much into the details	getting more perspectives on different knowledge
Humility	keep encourage people work around me and praise them	being too hard on others	start to find more ways to show appreciation
Resolve	have good plans and stick to plans	do not follow up	find systematic ways to achieve the goal and stay on track
Warmth	show caring to others	push too hard on people. Read their reactions and emotions	study how to be more likable
Elevation	set the bar high	being negative or passive	learn how to keep motivating people on the way



Unleashing Potential in Yourself and Others

	Keep Doing	Stop Doing	Start Doing
Faith	show positive attitude	being distracted by unimportant matters	learn from others to see how do they do it

M3_Reflection_Personal_Action Plan**Question**

Make a plan for improvement that will translate into a different approach to your video, which you will be re-recording. Share which two dimensions of leadership imprint you wish to improve—either intensifying or reducing them—and how you aim to achieve this improvement.

Later in this section, you will have the opportunity to assess others' leadership imprint, in addition to having others assess the way you come across as a leader.

Your response to this question will remain private.

Your Response

authenticity and warmth

Submitted November 21, 2019 at 02:25 PM ET



3.2 Core Functions of Your Leadership Style

3.2.3 Leadership Functions: Your Stylistic Range and Your Learning Frontier

M3_List_Personal_Expanding Range

Your Response

LEARNING FRONTIER

- listen and observe more.
- Rely more on the experts in the teams and support their development

3.3 PVQ

3.3.1 Introduction to Motivations as a Leader

M3_Free Entry Table_Performing Best

Your Response

What was it about the situation or the work that enabled you to be at your best?	It has to be something innovative, technically challenging and good supporting team.
What drove you to go above and beyond?	achievement feeling and recognition
What aspects of the job or situation generated the greatest level of satisfaction for you?	interesting topic, can feel the impact and work with good people



Unleashing Potential in Yourself and Others

3.3.2 PVQ Results and Explanation**M3_Rating Scale_Enter PVQ Results****Achievement**

Your Response

You received 82 on a scale of 1 (1) to 100 (100).

Cohort Average Results

You received 80 on a scale of 1 (1) to 100 (100).

Affiliation

Your Response

You received 72 on a scale of 1 (1) to 100 (100).

Cohort Average Response

You received 69 on a scale of 1 (1) to 100 (100).

Power

Your Response

You received 74 on a scale of 1 (1) to 100 (100).

Cohort Average Response

You received 64 on a scale of 1 (1) to 100 (100).

M3_Reflection_PVQ Results**Question**

Take a look at how your results compare to those of your peers. What stands out in particular?

Your Response

Power.

Submitted November 23, 2019 at 04:19 AM ET



3.4 Motivating and Unleashing Capability

3.4.1 Understanding Those You Want to Motivate & Equip: Inquiry and Advocacy

M3_Reflection_Personal_Current Relationships

Question

Which of your current work relationships would benefit from your practicing more inquiry before advocacy? How do you think that relationship would improve by doing so?

Your response to this question will remain private.

Your Response

I do not have specific examples here.

Submitted November 23, 2019 at 04:56 AM ET

3.4.2 Mobilizing Your Team: Head, Hand, Heart

M3_Poll_Workplace head, hand, heart

Question

Consider your own workplace or team in terms of head, hand, and heart. Which of these three most needs to be strengthened?

Answer

Head

Reflection Question

What would you do as a leader to strengthen whichever one you identified?

Reflection Response

to really identify what is the business about and what is the value we deliver.

Submitted November 23, 2019 at 05:06 AM ET



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Results

Heart: 43 %

Hand: 30 %

Head: 27 %

3.4.6 Maintaining Your Team's Motivation

M3_Poll_Motivators

Question

Let's take a look at these motivators in terms of the way you work and operate. How do these seven motivators influence you?

If you had to identify your own personal chord of motivation, which three of these motivators are the most powerful in driving you, and eliciting your best effort and work? Please select three.

Your response to this question will remain private.

Answer

Recognition Impact Common Purpose

None

M3_Rating Scale_Existing Motivators

Now that you have completed your ranking, take a moment to compare two facets of yourself: How you are motivated and how do you motivate others? How are the results similar? How are they different?



Your Network

4.1 Your Network

4.1.3 Assessing the Scope and Character of Your Network (Network Assessment)

M4_Free Entry Table_Network Assessment

Your Response

What are the strengths and weaknesses of your network?	my network consists people who I need some specific support from and what I can provide. The weakness is I need to be more close to them and leverage their resource
What are some key relationships you would like to add to your network?	Someone outside my area of expertise
Where do you plan to spend more and less time based on these results?	I will spend more time to bring closeness and less time to build repetitive relationships
What relationships need to be cultivated and/or repaired?	Strategic relationships. Really need to grow here



M4_Reflection_Personal_Network Gap

Question

Based on a gap you identified in your network, please write a specific goal for filling that gap. What steps will you take to develop this relationship or area of your network?

Your response to this question will remain private.

Your Response

Strategic network. Need to reach out and start to build

Submitted November 28, 2019 at 03:47 AM ET

4.2 Managing Up and Down

4.2.1 The Challenges of Managing Upward and Downward as a New Leader

M4_Poll_Managing up and down

Question

Mike's experience illustrates challenges he faced on two fronts: having to be a manager to co-workers who were formerly peers and having to manage up differently. Which of the two fronts would be most challenging for you?

Answer

Managing up, given the different treatment he was receiving from VPs

Results

Managing up, given the different treatment he was receiving from VPs: 51 %

Managing former peers who are now your direct reports: 50 %



4.2.2 Leveraging Your Boss

M4_Poll_manager style

Question

Does your manager tend to be hands-on or hands-off? (Do they arrange for constant oversight, or do they give you lots of latitude and expect you to brief them when obstacles arise?)

Your response to this question will remain private.

Answer

Hands-off

None

M4_Free Entry Table_Personal_manger

Your Response

What are the deliverables and performance pressures your manager faces?	Deliver impact with digital and AI products. Manage people are more skilled at the work.
What constraints does your manager face?	People's awareness of what is the new solution it can deliver and how to build data foundation to get us there.
What resources and capabilities does your manager have to offer?	Clear road blockers and create the best work process

M4_Poll_trust and transparency

Question

To what degree is your relationship with your current manager one of mutual trust and transparency?

**Answer**

Somewhat trusting and transparent

Reflection Question

What about that dynamic helped you establish trust and transparency? Please share the practices you maintain with your current manager that might benefit those who answered "Not Trusting or transparent" or "I'm unsure of how trusting or transparent."

Reflection Response

regular 1:1 and follow up what is the status and blockers. Openly discuss why the decision is made and how to keep each other developing.

Submitted November 28, 2019 at 04:35 AM ET

None

4.3 Managing Your Direct Reports (Coaching)**4.3.1 Coaching Under Pressure****M4_Free Entry Table_Personal_receiving feedback****Your Response**

What was the experience like when you made the mistake? How did you handle it?	it feel terrible. Need to think how can I turn this around.
How was the feedback delivered to you?	supportive and understanding
How did you experience the feedback? What was your reaction?	I feel more responsible for what I want to achieve and get it done right.



How would you like to deliver feedback to someone who made a similar mistake?

mistake is not a bad thing. It is important to learn from it and grow yourself.

4.3.4 The Process of Feedback and Coaching

M4_Poll_competency

Question

According to the previous question, which competency was your strongest?

Answer

Observation of behavior to discern problematic conduct

Reflection Question

Let's take a minute to have you share best practices and learn from other participants. For your strongest competency, what is one piece of advice you would give to others on how they can develop this competency? After submitting your response, review the answers of others in your cohort for the competency you rated your weakest.

Reflection Response

Be observant and listen. Hear perspectives from both sides before jumping into conclusion.

Submitted November 28, 2019 at 08:26 AM ET

Results

Analysis of behavior to understand potential root causes and ensuing consequences: 38 %

Observation of behavior to discern problematic conduct: 25 %

Self-management to handle your own internal experience during intense encounters: 25 %



Interpersonal interaction to deliver tough messages so they are heard: 13 %

4.3.6 Reviewing Peer Feedback and Setting Coaching Goals

M4_Reflection_Personal_coaching abilities

Question

Set a goal for how you want to develop your coaching abilities based on what you learned through this exercise. This should be something you can practice this week.

Write your goal in the format of the feedback process: "When I do X, it has Y impact on Z. So I will do A, which will have B impact on Z."

Your response to this question will remain private.

Your Response

When i learn more on how to deal with difficult situations, it will impact the way I communicate with peers. So I will spend more time on what shall I improve, which will impact my leadership style.

Submitted November 29, 2019 at 04:04 AM ET

4.4 Adversity and Stress

4.4.1 Navigating the Stressors of Leadership

M4_free entry table_major routine

Your Response

	Personal	Professional
Major	moving in a new house, coordinate with different people and tasks.	the performance of algorithm did not live up to expectations. Too little time for getting jobs done
Routine	pick up kids, spend time with them	commute



4.4.2 Handling Adversity As It Comes

M4_Reflection_Shared_managing stress

Question

Share one effective approach to managing stress that you have used during adverse circumstances in your life.

Your Response

focus on what have you done, not what is not done

Submitted November 29, 2019 at 05:04 AM ET

4.4.3 Managing Emotions, Managing Thoughts, Coaching Self and Others for Resilience

Write It Down

Your Response

Steps	Your Response
Step 1: Document the adversity: Describe just the facts.	Before launching a service, I found that the accuracy we believe is correct. They are not
Step 2: Now, list three to five emotions that you experienced.	angry, fear, puzzled
Step 3: Next, describe your behavior: How did you act?	hit on the table, sit back and think



Steps	Your Response
Step 4: Take stock of the costs of your reaction.	think how to deliver this to stakeholders, alarm managers on this

4.5 Rising to Leadership Responsibility

4.5.1 Rising to Leadership Responsibility

M4_Free Entry Table_headlines

Your Response



Your Network

Module #	Insight
Module 1	being a new leader means challenge and change
Module 2	we need good practices to setup and manage teams
Module 3	I need to understand more about my leadership imprints and styles
Module 4	network is important

M4_List_Personal_Themes

Your Response

UNIFYING THEMES

1. change the role of being a leader
2. developing leadership style
3. build stronger network



M4_List_personal_strengths and growth

Your Response

STRENGTHS

1. build network
2. have a strong leadership imprints

AREAS OF GROWTH

1. motivate people and manage them
2. confront difficult situations and give feedbacks

M4_List_personal_consolidate learning

Your Response

LEADERSHIP PRINCIPLES

1. empathy
2. growing together with the team
3. empowering the team