



Know Thyself

If you do not change in time,
time will change you.



Name:



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1. Introduction

1.1 Workbooks for managing change

In today's world in which globalization and fast changing times are key, one should be ready, and able to implement changes at all times. If you don't change in time, time will change you. Of course this is easier said than done. These fast changing times require insight into certain competences enabling the organization to achieve its goals. It also requires insight into your own competences in how to manage change. Are you aware of them? Developing an understanding of the behavioural aspects of people is becoming a required skill for managers and executives.

1.2 What is the workbook all about?

The workbook 'Know Thyself', part of the toolkit The Change Express®, will support you in exploring various competences. You will become more aware of self- reflection, anticipation, empathy and imagination. Four main competencies you will need while managing change.

The workbook 'Know Thyself' is about investigating, exploring, enhancing, and sharpening your reflective ability. Through the assignments in this workbook your (hidden) competences will be triggered. You will increase your understanding of your unique role in interactions. You will become more aware of your existing knowledge and past experiences which will enable you to anticipate people's behavior.

1.3 Let's start

The workbook 'Know Thyself' consists of 7 chapters. Post the Introduction (Chapter 1), you will start with mapping your working relationships (Chapter 2). Through mapping and analyzing your working relations, you create an overview of the different people you interact with. You may consider Chapter 2 as a warming-up exercise. Chapter 3 is about 'You'. You will be filling out the answer sheet by reflecting upon various statements and ranking them according to two kinds of situations from your own perspective. What is the current situation and what should be the desired situation?

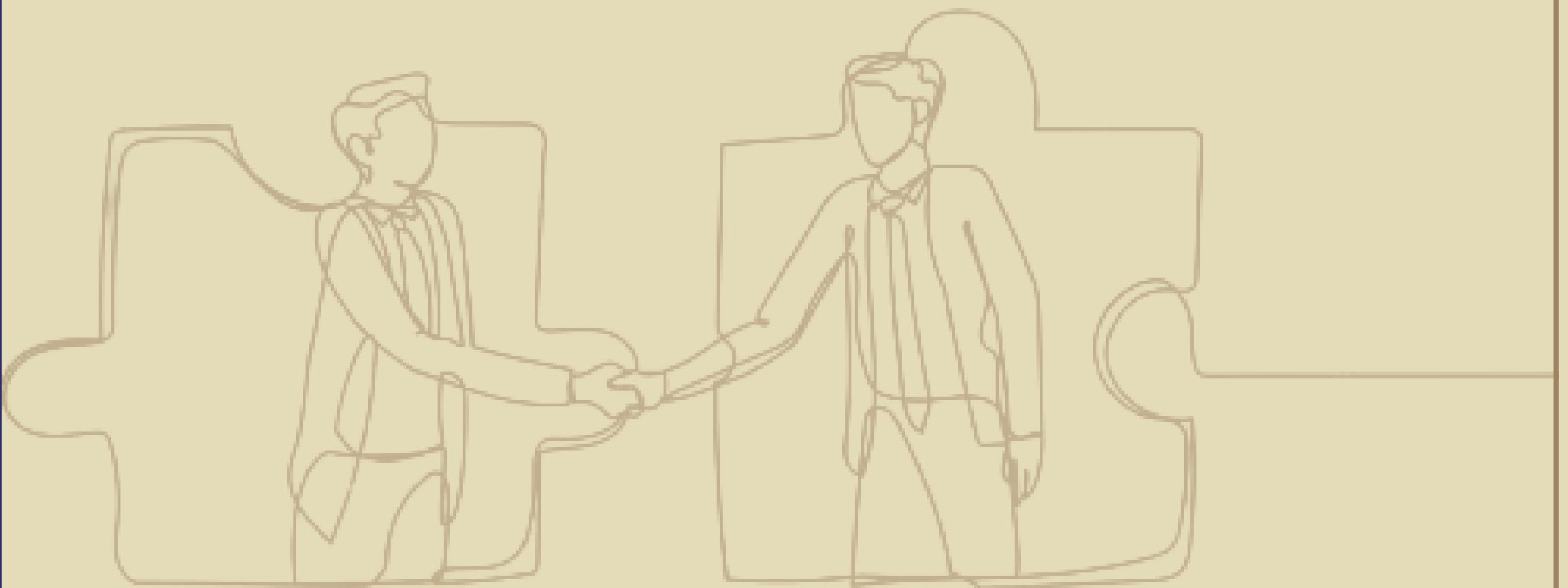
Chapter 3 'You' is about exploring and creating insight into your strengths, weaknesses, opportunities and threats in your daily working environment (SWOT).

The following step in 'Know Thyself' is focusing on 'The Other'. You will become aware of the effect of your way of doing (your behaviour) on other people. You will take a close look at your business relations both internally and externally. You will select one or two relations on the basis of which you will start answering the questions of Chapter 4. The purpose is to analyse various interactions in a structured way from your own point of view.

Chapter 5 ‘Your ability to manage interactions’ is all about your ability to reflect on interactions with other people. We would like to ask you again to reflect upon the various statements and rank them accordingly.

Chapter 6 ‘Road ahead’ will support you in developing your roadmap for the future: how to improve your skills to manage change?

Chapter 7 ‘Review’ will help you in taking the time out to look back and evaluate your answers. Do you feel inspired by your newly won insights?

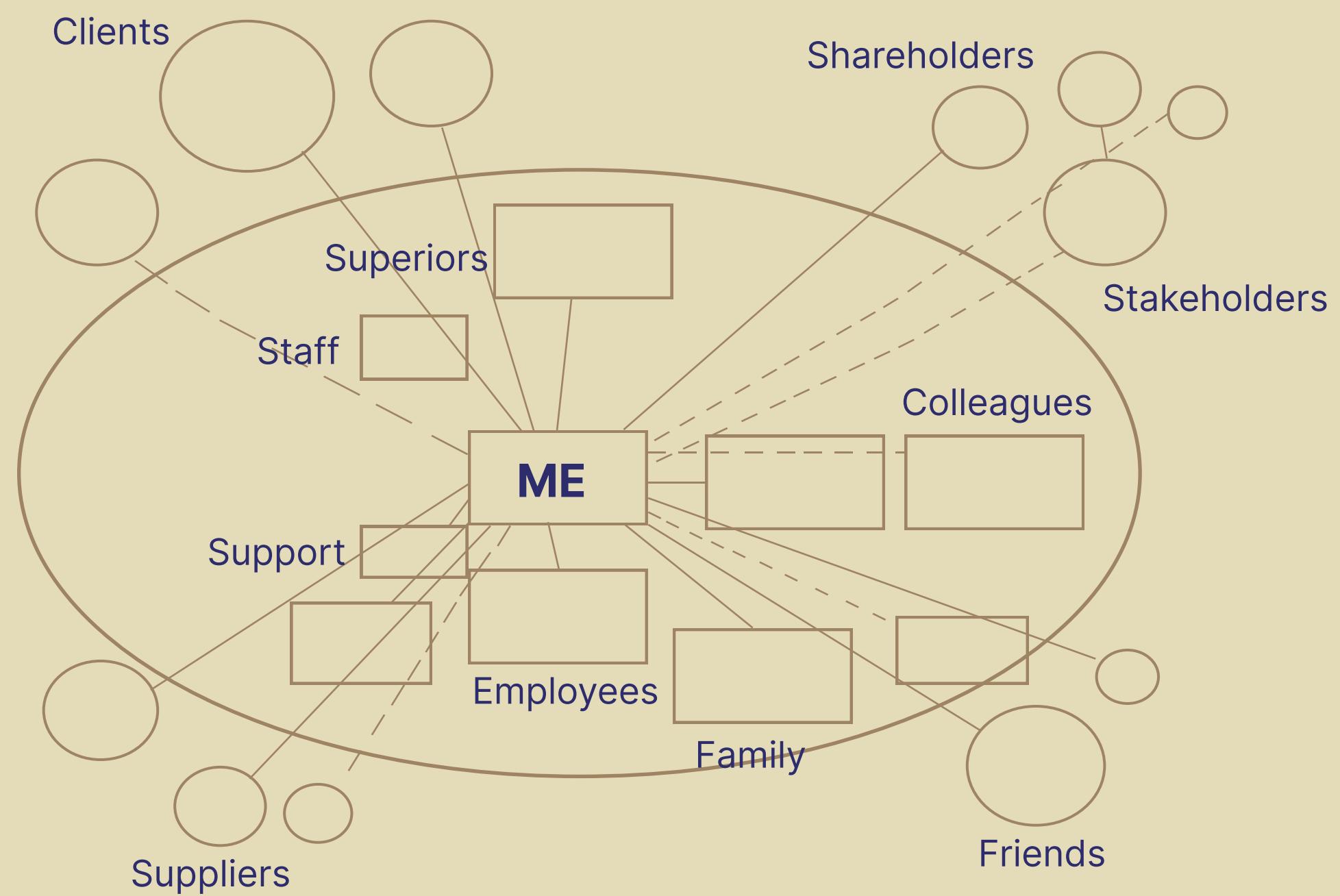


2. Mapping interactions

As a professional, your daily interactions depend on the nature of your relationships with people from both inside and outside your organization. As a first step in this workbook, you will start identifying your various cooperative relationships that matter.

Steps to be taken

Outline the interactions that determine your daily business life and performance in the drawing here below.

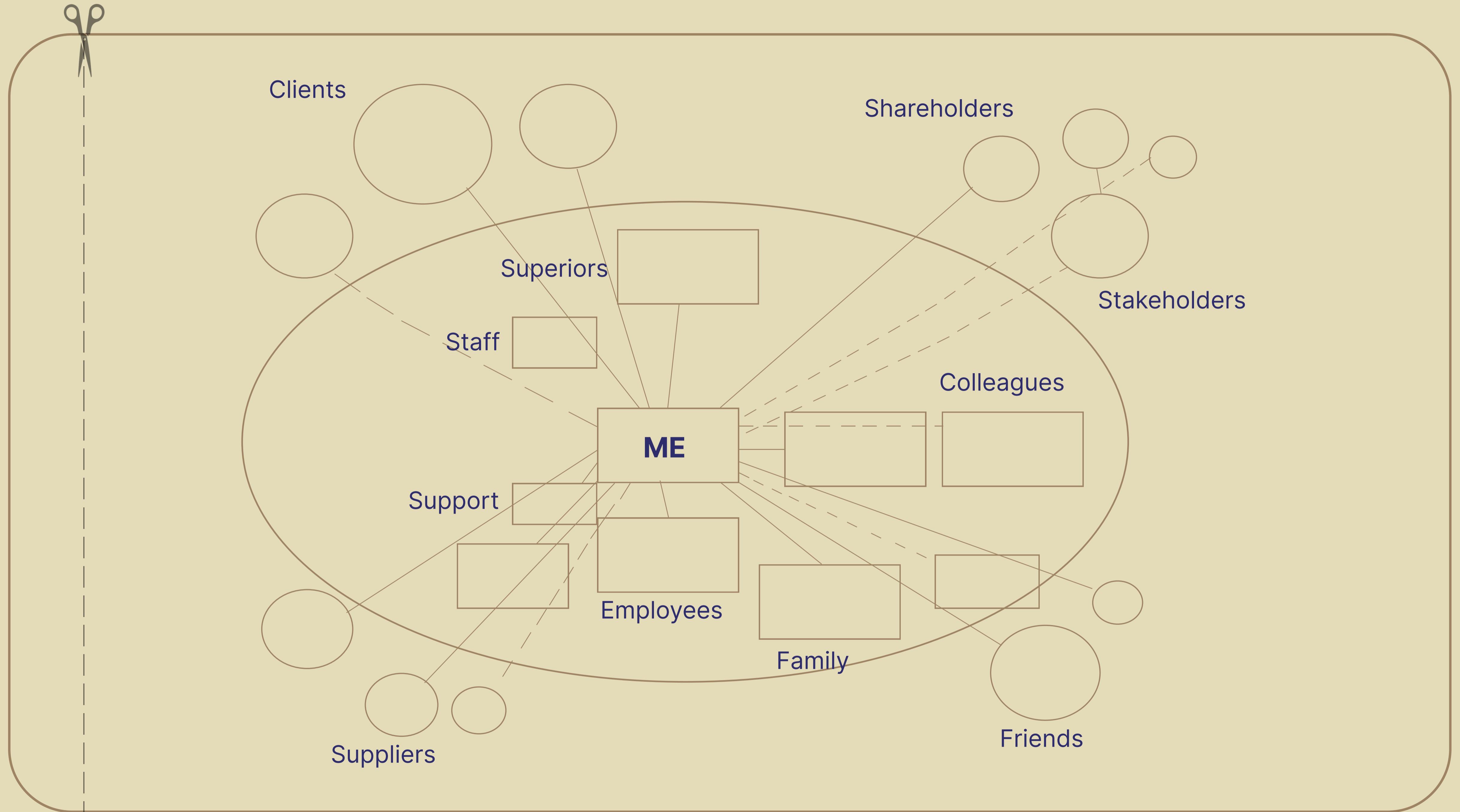


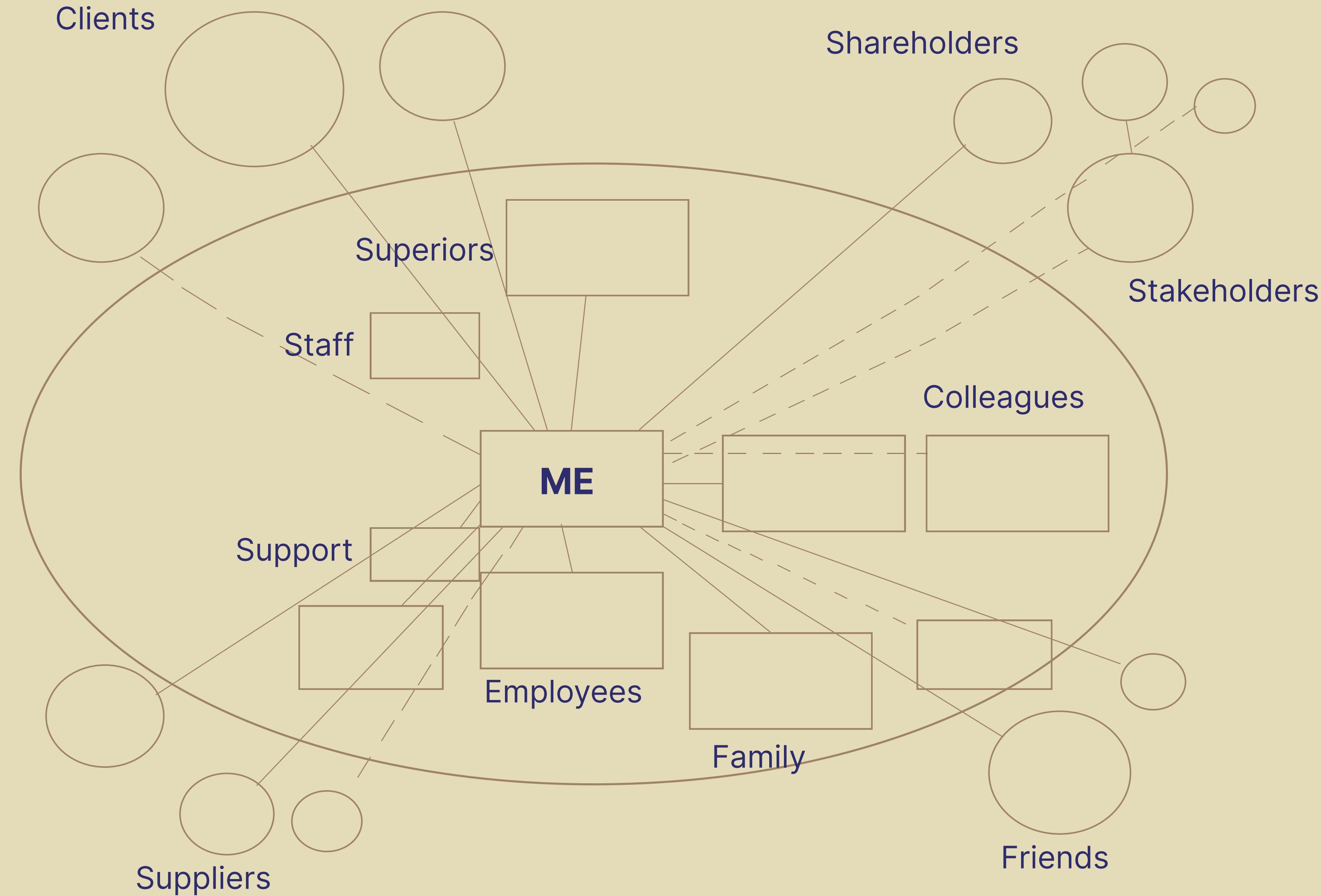
Try to answer the following questions:

- What is surprising when you look at your drawing?

- Which interactions are most valuable to you and why?

- Are there any interactions which are not easily manageable? Describe why not.





Describe an example of a change process which impacted your life.

3. You

3.1 Introduction

By systematically evaluating various aspects of your interaction in business relationships, you will become aware of those aspects that play a role, and how you experience them. By indicating what kind of outcome you would prefer from that particular interaction you will discover what needs work and action. Think of aspects like your own expectations of others during a conversation, your awareness of your own aspirations, and effect of your behavior on others, to name a few.

In the chapters that follow, evaluate your interaction with others through a series of statements. We will distinguish between the current and desired situation per statement.

By means of a symbol, evaluate the following statements:

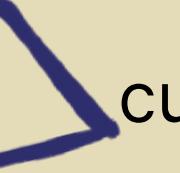
-  (Triangle) reflects the current situation, and
-  (Circle) reflects the desired situation

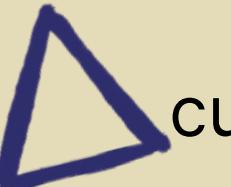
Please note:

- Evaluate the statements from your point of view.

- The triangle and circle can overlap



- The 'gap' between  current and  desired could differ per statement.



To give you an example:

The statement is: You readily seek feedback on your behavior towards others. If you never ask for feedback, draw a triangle around the word 'never' (current situation). However, if you find that you should ask for more feedback, you can draw a circle around the word 'sometimes', 'usually' or 'always'. In this example we will choose for 'usually'(desired situation).

Example:

1. You readily seek feedback on your behavior towards others.



This will result in a gap between 'never' (your current situation) and 'usually' (your desired situation). The challenge will be to find a way how to bridge this particular gap.

By doing so for all statements in this chapter and subsequent chapters, you will notice more interesting gaps. However, sometimes not, because you would like to keep it the way it is (the current situation and desired situation are the same). At the end of each chapter you select 1 or 2 statements indicating the biggest gaps between current belief are a high priority for your own development and desired and of which you

3.2 How much do you know yourself

	Never	Sometimes	Usually	Always
1. You are aware of your professional aspirations and where they come from				
2. You are aware of what you are doing professionally and why				
3. You know what you are open to and what you are not open to				
4. You are open to external factors				
5. You know your worth				
6. You learn from your experience				

*Select one statement indicating the biggest gap between the current and desired situation.

3.3 How aware are you of your interactions with others

1. You readily seek feedback on your behavior
2. You receive unsolicited feedback on your behavior
3. You depend on others for the image you have of yourself
4. You realize the impact of your behavior determines the nature of your interaction with others
5. You realize that others judgment about you determines your professional identity

	Never	Sometimes	Usually	Always
	Never	Sometimes	Usually	Always
	Never	Sometimes	Usually	Always
	Never	Sometimes	Usually	Always
	Never	Sometimes	Usually	Always

*Select one statement indicating the biggest gap between the current and desired situation.

3.4 How aware are you of how you come across to others

1. You know what behaviour is valued by others
2. You know what behaviour you expect of others
3. You know beforehand how others will react to your behaviour
4. You know what expectations generate among others

	Never	Sometimes	Usually	Always
	Never	Sometimes	Usually	Always
	Never	Sometimes	Usually	Always
	Never	Sometimes	Usually	Always

*Select one statement indicating the biggest gap between the current and desired situation.

3.5 Your personal SWOT

A SWOT analysis is a structured method that evaluates the internal strengths, weaknesses of an individual or an organization and external opportunities and threats faced by it. What opportunities and threats do you see within your working environment and your network of relationships? Which strengths and weaknesses do you recognize in yourself? The result is your personal SWOT analysis providing you the possibility to develop a strategy which can help you to tackle or compensate weaknesses and threats. It will help you to match resources and capabilities to threats and opportunities in a competitive environment.

Step-by-step

Have a look at the following steps to develop combinations between SWOT elements:

1. Make sure you focus on yourself within your own working environment while filling out the SWOT.
2. Write down 4 strengths of yourself.

3. Write down 4 opportunities in your working environment.

4. Write down 4 threats in your working environment.

5. Write down 4 weaknesses of yourself.

Drawing SWOT



6. Have a critical look your SWOT.

7. Ask yourself: can you combine a strength with an opportunity?

8. Try to combine a weakness with a threat.

9. Describe both combinations in your own words with a real-life example.

10. Let's make some more combinations: Try to combine a strength with a threat. An interesting question is can you overcome the threat with your strength?

11. Describe this combination in your own words with a real-life example.

12. Let's finish this exercise by finding combinations between your weaknesses and opportunities.

13. Will you miss an opportunity due to one of your weaknesses?

14. Describe this combination in your own words with a real-life example.

15. What can you conclude with regard to all your combinations?

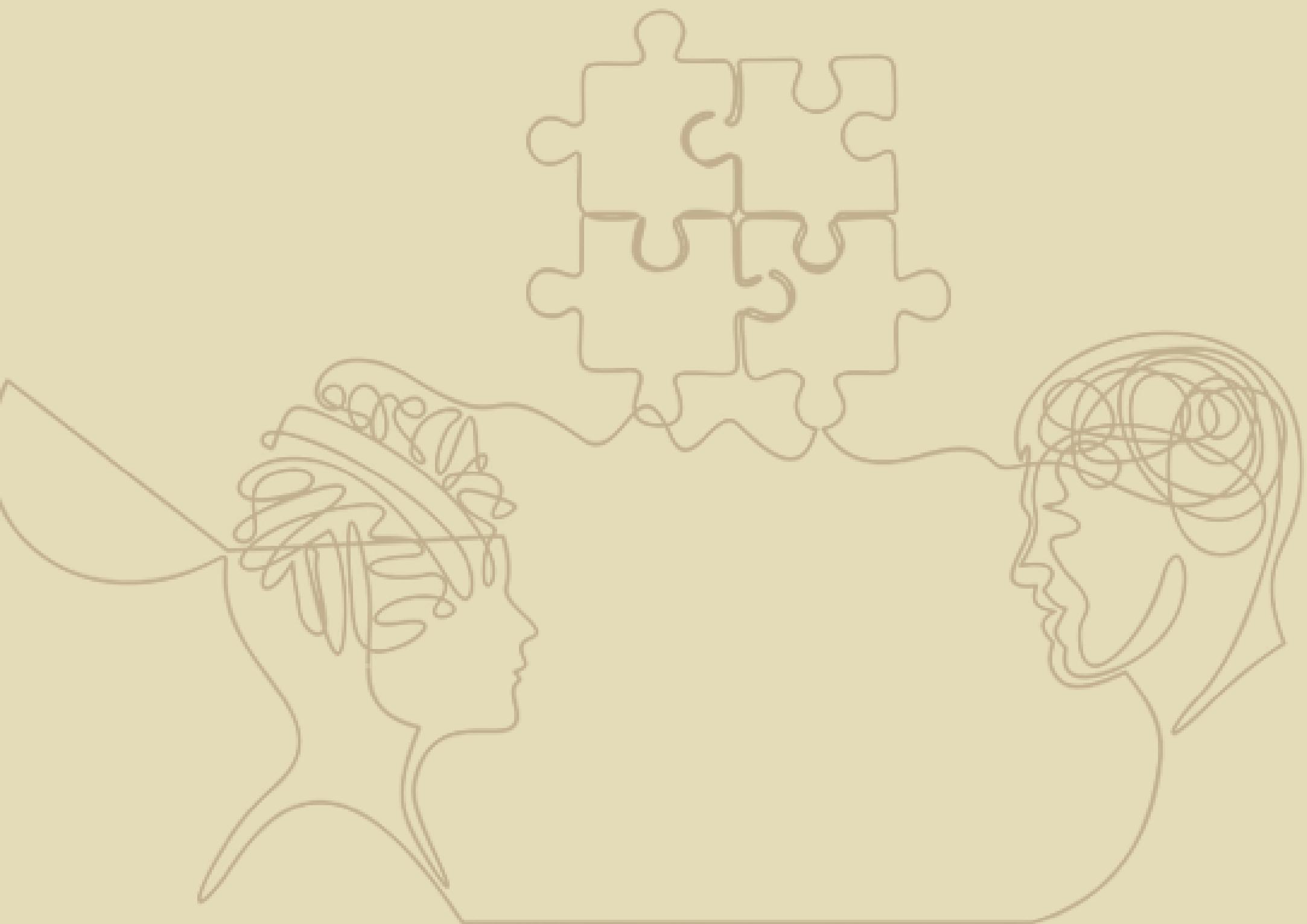
4. The other

4.1 Introduction

In order to manage change, it is of great value to be aware of your behavior and the effect of your behavior on others. The way you perceive your behavior and the way you think it is perceived by others could be different. Therefore an interesting question is: what is the effect of your behavior on others? Are you aware of that? Did you prepare yourself with specific behavior in a certain situation? Or did you just act as always and move accordingly?

In Chapter 2 (Mapping interactions), you have drawn a map of your own business relations with whom you interact on a daily basis both from within the company as well as from outside the company.

In order to become more aware of your behavior we invite you to have a look at the following statements. You will start with focusing on interactions with internal business relations (4.2). followed by focusing on your external business relations (4.3).



4.2 Internal relationships

Think of a specific relationship within the organization and rate the following statements just like before, with triangles (current situation) and circles (desired situation).  

Nature and objective of the relationship:

1. You know what this person feels, what drives him/her
2. You have an opinion about this person's feelings
3. You look for reasons behind their statements and behaviour
4. You are aware of the depth of your relationship with this person
5. You make sure you do not subconsciously attribute your own feelings and thoughts to this person
6. You ask this person what image they have of you

Describe your impressions of this person:

*Select one statement indicating the biggest gap between the current and desired situation, here below

	Never	Sometimes	Usually	Always
1. You know what this person feels, what drives him/her	Never	Sometimes	Usually	Always
2. You have an opinion about this person's feelings	Never	Sometimes	Usually	Always
3. You look for reasons behind their statements and behaviour	Never	Sometimes	Usually	Always
4. You are aware of the depth of your relationship with this person	Never	Sometimes	Usually	Always
5. You make sure you do not subconsciously attribute your own feelings and thoughts to this person	Never	Sometimes	Usually	Always
6. You ask this person what image they have of you	Never	Sometimes	Usually	Always

4.3 External relationships

Have a look at your external relationships, reflect upon them and select one relationship of which you think: I'd better work on this a bit. By evaluating the following statements, you can focus on what aspects of your interaction you would like to improve.

Think of a specific relationship within the organization and rate the following statements just like before, with triangles  (current situation) and circles  (desired situation).

Nature and objective of the relationship:

* Select one statement indicating the biggest gap between the current and desired situation, here below

1. You know what this person feels, what drives him/her	Never	Sometimes	Usually	Always
2. You have an opinion about this person's feelings	Never	Sometimes	Usually	Always
3. You look for reasons behind their statements and behaviour	Never	Sometimes	Usually	Always
4. You are aware of the depth of your relationship with this person	Never	Sometimes	Usually	Always
5. You make sure you do not subconsciously attribute your own feelings and thoughts to this person	Never	Sometimes	Usually	Always
6. You ask this person what image he/she have of you	Never	Sometimes	Usually	Always

4.4 Evaluate the nature of your relationships

Describe your relationship with this internal or external person:

Describe your impressions of this person:

*Select one statement indicating the biggest gap between the current and desired situation, here below

1. You know what you mean to each other. Please give an example.
2. You know each other's skills and talents. Describe a situation in which the awareness of mutual skills and talents is present.
3. Are you afraid of expressing criticism adding value to your relationship with the other? If not, please give an example. If yes, why?

Never	Sometimes	Usually	Always
Never	Sometimes	Usually	Always
Never	Sometimes	Usually	Always

5. Your ability to manage interactions

5.1 . Your ability to reflect

The following statements relate to a specific situation involving a different set of interactions. Think of a recent conversation that was not easily manageable from your own experience.

Can you describe that conversation?

Rate the following statements just like before, with triangles  (current situation) and circles  (desired situation).

* Select one statement indicating the biggest gap between the current and desired situation, here below

1. You check the image you have of yourself with the other
2. You check the effect you have on the other
3. You respect that you and the other cannot do everything at once
4. You try to harness your own strengths and those of the other efficiently
5. You take comments and criticism of your actions and behavior seriously
6. If the opportunity arises, you influence a conversation to your benefit

	Never	Sometimes	Usually	Always
1. You check the image you have of yourself with the other	Never	Sometimes	Usually	Always
2. You check the effect you have on the other	Never	Sometimes	Usually	Always
3. You respect that you and the other cannot do everything at once	Never	Sometimes	Usually	Always
4. You try to harness your own strengths and those of the other efficiently	Never	Sometimes	Usually	Always
5. You take comments and criticism of your actions and behavior seriously	Never	Sometimes	Usually	Always
6. If the opportunity arises, you influence a conversation to your benefit	Never	Sometimes	Usually	Always

3.2 How much do you know yourself

1. You know what the other knows about the topic	Never	Sometimes	Usually	Always
2. You know what emotions the subject evokes in the other	Never	Sometimes	Usually	Always
3. You know the other's priorities	Never	Sometimes	Usually	Always
4. You know what behavior you expect from the other at the beginning of a conversation	Never	Sometimes	Usually	Always
5. You predict what the other's personal reactions on your behavior will be	Never	Sometimes	Usually	Always
6. You predetermine your expectations of the conversation	Never	Sometimes	Usually	Always
7. You adjust your expectations according to the other's verbal and nonverbal clues	Never	Sometimes	Usually	Always
8. You build on intermediate results during the conversation and thus proceed	Never	Sometimes	Usually	Always

*Select one statement indicating the biggest gap between the current and desired situation, here above

As already mentioned in the introduction of this workbook, getting to know 'thyselv' is a constant journey and takes a lifetime. Being on this particular station while the train of your life passes by, you have the opportunity to see if you would like to exchange trains or step into another wagon. Take your time to think about it and to develop scenarios to continue your journey. Let's together move to Chapter 6 'Road ahead'.

6. Road ahead

The first five chapters have given you insight into thyself. Now it's time to design your road ahead. This chapter will support you in drawing a roadmap to bridge the gap between the current and desired situation. We would like to invite you to have a look at all your answers and selected statements indicating the biggest gap between current and desired.

My selected statements

Chapter 3. You

3.1 _____

3.2 _____

3.3 _____

Chapter 4. The other

4.1 _____

4.2 _____

4.3 _____

Chapter 5. Your ability to manage interactions

5.1 _____

5.2 _____



Next steps

1. Select three statements on which you would like to work upon during the coming months:

1. _____

2. _____

2. Select two important SWOT combinations you would like to manage during the coming months:

1. _____

2. _____

3. What kind of activities will you start to bridge the gap between current and desired of your top 3 statements?

1. _____

2. _____

4. What kind of support do you need from others to achieve your desired situation and execute your roadmap successfully?

1. _____

2. _____

7. Review

Introduction

The journey to know thyself better has almost come to an end. You must have heard the train brakes right before it came to a complete standstill. That's what this chapter is all about. Let's evaluate your journey a bit.

1. What is your conclusion? In other words, to what extent are you more aware of yourself?

2. What important differences have you found about the extent to which you know thyself and the other (internal or external)?

3. What assignments or statements in particular got your attention, and why?

4. What feelings dominate, now that the exercise is complete and what are your conclusions (e.g. satisfaction, confusion, frustration, relief and pride)?

5. With whom you would like to share your experience of this journey 'Know Thyself'?

NOTES





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