

Part 1: Personal Mastery Working with Agility

Syllabus Overview

This section introduces the topics for "Personal Mastery working with agility":

- Result Orientation
- Ownership and Accountability
- Collaborative way of working
- How to be a good team player
- Developing the cultivate mindset
- Ability to work with various stakeholders
- Continuous learning culture
- Stress Management
- Agile mindset
- DevOps mindset

What is Personal Mastery?

- It is defined as the ongoing journey of self-improvement and self-awareness to achieve personal growth and excellence.
- It involves knowing how you think, why you act, being clear about your life purpose, and taking action to continue learning.
- It helps you become aware of your beliefs, attitudes, and behaviours, and take responsibility for them.

Personal Mastery Principles

- Set goals for yourself.
- Prioritize what is important.
- Develop self-confidence and self-esteem.
- Deepen your commitment.
- Adapt and work with change.
- Accept harsh realities.
- Let go of negativities like resentment and blame.
- Deal with difficult and challenging situations.

Seven Pathways to Personal Mastery

The first three are fundamental pillars:

1. **Personal Vision:** The ability to picture yourself as the best leader you can be and work towards it.
2. **Personal Purpose:** Understanding how your life matters, what your unique talents are, and the motivation behind what you do.

3. **Personal Values:** Being motivated by a defined set of values (like integrity and authenticity) that you live by.

The remaining four are skill development sets:

4. **Personal Alignment:** The consistency between your vision, purpose, values, and behaviors.
5. **Personal Perception:** Being conscious of the "frames of reference" you use to view others, events, and yourself (self-identity, self-concept).
6. **Personal Awareness:** Knowing yourself, your needs, wants, drives, and desires, and analyzing your habits of thinking, feeling, and doing.
7. **Personal Transformation:** The creative ability to reshape or reinvent yourself to be more in line with your vision and values.

Result Orientation

- A person or organization that places more focus on the **end result** than the process used to produce it.
- **Four phases to become result-driven:**
 1. Work on projects where you can measure the results.
 2. Turn everything you do into a case study.
 3. Find ways to measure outcomes.
 4. Improve your work style.

Ownership and Accountability

- **Ownership:** Knowing *why* you are doing the work and ensuring your production is appropriate for its intended use.
- **Accountability:** Being held responsible for carrying out your work duties. It requires clarification and involves consequences.

Collaborative Ways of Working

- The process of working with one or more people to produce an output or accomplish a goal.
- It creates strong team synergy and increases employee responsibility and motivation.
- **Communication Principles:**
 - Practice active listening.
 - Choose the best medium and format for your message.
 - Provide background information.
 - Match verbal and nonverbal communication.
 - Be clear about what you expect.
- **Top 10 Barriers to Team Communication:**
 1. Lack of trust
 2. Physical separation

3. Gender differences
4. Information overload
5. Generational differences
6. Personal biases
7. Cultural diversity
8. Language differences
9. Differences in values/beliefs
10. Noise (external and internal)

Ability to Work with Various Stakeholders

- Maintain constant communication with stakeholders to keep them updated.
- Engage them in conversation.
- Make a list of each stakeholder's obligations and expectations.

Mindset

- A set of assumptions, methods, or notations held by a person or group.
- **Fixed Mindset vs. Growth Mindset** (from psychologist Carol Dweck):
 - **Fixed Mindset:** Believes skills, intelligence, and character cannot change.
 - "I'm either good at it or I'm not."
 - "When I am frustrated, I give up."
 - "I don't like to be challenged."
 - **Growth Mindset:** Views failures as an opportunity to enhance current abilities.
 - "I can learn anything I want to."
 - "When I'm frustrated, I persevere."
 - "I want to challenge myself."

Agile Mindset

- A set of values and principles that emphasize **flexibility, collaboration, and customer-centricity**.
- **Key Aspects:**
 - Customer focus
 - Adaptability
 - Collaboration
 - Iterative and incremental progress
 - Empowerment
 - Continuous improvement

- Transparency
- **Attributes for Development:**
 - **Cognitive Agility:** Adapt thinking, learn, and solve problems.
 - **Professional/Personal Agility:** Adapt to workplace changes, be versatile.
 - **Change Agility:** Effectively navigate and respond to changes.
 - **Social Agility:** Navigate social situations with ease and flexibility.

DevOps Mindset

- A strong "handshake" between Development (Dev) and Operations (Ops) emphasizing improved communication and closer integration.
- **Seven Key Principles for DevOps Culture:**
 1. Foster a collaborative environment.
 2. Impose end-to-end responsibility (teams are accountable from beginning to end).
 3. Encourage continuous improvement.
 4. Automate everything (to support CI/CD pipelines).
 5. Focus on customer needs and respond to feedback.
 6. Embrace failure and learn from it.
 7. Unite teams and expertise.
- **Other Principles:** Change is good, transparency, rewarding good behaviours, no blame, trust, honesty, and openness.

Developing the Cultiva Mindset

- Refers to cultivating an approach that emphasizes **empathy and a willingness to understand** and meet the needs of others.
- **Key Elements:**
 - Active listening
 - Empathy (a central component)
 - Building strong, long-lasting relationships
 - Problem-solving (actively helping others find solutions)
 - Patience
 - Adaptability
 - Result-oriented
 - Continuous learning
 - Transparency

Stress Management

- The ability to recognize, cope with, and mitigate stress in a workspace.

- **Key Aspects in Business:**

- **Self-awareness:** Recognize your own stressors.
- **Time Management:** Prioritize tasks, set goals, create a schedule.
- **Work-Life Balance:** Essential for stress management.
- **Effective Communication:** Clear and open communication.
- **Delegation:** Share the workload.
- **Problem-Solving:** Address the root cause of stress.
- **Resilience:** Bounce back from setbacks.
- **Mindfulness/Relaxation:** Meditation, deep breathing.
- **Physical Health:** Exercise, diet, and sleep.
- **Support System:** Seek support from colleagues, friends, or mentors.

Continuous Learning Culture

- A workplace environment where learning is integrated into the daily operations and values of the organization.
- **Five Steps to Develop It:**
 1. Create a mindset that is open to growth.
 2. Teach people how to give great feedback.
 3. Introduce 360-degree development reviews.
 4. Set learning goals within teams.
 5. Start a peer-to-peer coaching ecosystem.

How to be a Good Team Player

- **Key Qualities:**
 - Active listening
 - Willingness to collaborate
 - Support and encouragement
 - Respect for differences and time
 - Celebrate team success
 - Positive attitude
 - Admit mistakes
 - Problem-solving
 - Mentor and be mentored
 - Own your responsibilities
 - Focus on team goals

Part 2: Complex Problem-Solving Capabilities

Syllabus Overview

- Problem-solving process
- Analytical and creative skills
- Framing the problem
- Multi-dimensional approach
- Holistic approach
- Inventing options

What is Problem Solving?

- A problem is a situation that presents doubt, confusion, or difficulty.
- Problem-solving is the process of finding solutions to complex, ambiguous, or challenging issues.
- It involves critical thinking, logical reasoning, creativity, and analysis.

A Framework for Problem Solving

1. **Define the Problem:** Clearly articulate the issue.
2. **Analyze the Problem:** Gather and analyze all relevant data.
3. **Identify Potential Solutions:** Brainstorm multiple creative solutions.
4. **Choose the Best Solution:** Evaluate solutions based on feasibility, impact, cost, and time.
5. **Plan Action:** Develop a detailed implementation plan.
6. **Implement Solution & Review Progress:** Assess the outcomes and make adjustments.

Six Ways to Enhance Problem-Solving Skills

1. **Focus on the solution, not the problem.**
2. **Adapt "Five Whys"** to get to the root cause.
3. **Simplify things** and go back to basics.
4. **List out as many solutions** as possible.
5. **Think laterally** (change your approach).
6. **Use language that creates possibility** (e.g., "What if...").

Problem-Solving Styles

1. **Idealist:** Takes a holistic view, focuses on the big picture, seeks innovative solutions, and is driven by values.
2. **Activist:** Takes a diverse view, is highly action-focused, prefers hands-on immediate solutions, and is result-oriented.

3. **Realist:** Takes a sensible view, is practical, analytical, and logical. Relies on facts, data, and expert opinions.

Problem-Solving Strategies

1. **Algorithms:** A step-by-step procedure that guarantees a solution.
2. **Heuristics:** Shortcut strategies or "rules of thumb" to simplify complex problems.
3. **Trial and Error:** Trying potential solutions and ruling out those that don't work.
4. **Insights:** The solution appears as a sudden insight, often when the problem is similar to one you've faced before.

Obstacles to Problem Solving

- **Assumptions:** Making assumptions about constraints that prevent certain solutions.
- **Functional Fixedness:** The tendency to view problems only in their customary manner.
- **Irrelevant/Misleading Information:** Focusing on data that leads to faulty solutions.
- **Mental Set:** The tendency to only use solutions that have worked in the past.

Biases in Problem Solving

- **Cognitive Biases:**
 - **Action Bias:** Inclination to take action even when inaction is better.
 - **Confirmation Bias:** Seeking information that confirms pre-existing beliefs.
 - **Association Bias:** Linking two unrelated things.
 - **Sunk Cost Bias:** Making decisions based on past investments, not future outcomes.
- **Motivational Biases:**
 - **Self-Enhancement:** Overestimating one's own ability.
 - **Cooperation Bias:** Favouring solutions that promote harmony, even if less effective.
 - **Need for Closure:** Desiring quick solutions, settling for the first reasonable one.
 - **Accountability:** Making decisions to avoid being held accountable.

Analytical, Critical, and Creative Skills

- **Analytical Skills:** The ability to collect, visualize, and analyze information to see the "larger picture." Includes critical thinking, decision-making, and research.
- **Critical Thinking:** The ability to think clearly and rationally, understanding the logical connection between ideas. Includes analysis, reasoning, and problem-solving.
- **Creative Thinking:** The ability to view things with a fresh perspective to come up with new ideas. Involves "out-of-the-box" thinking and exploring unique perspectives.

Key Problem-Solving Concepts

- **Framing the Problem:** The process of defining and structuring a problem to facilitate understanding. It involves identifying the issue, defining objectives, and determining boundaries.

- **Inventing Options:** The process of generating and exploring various potential solutions. It involves creative ideation and considering diverse perspectives.
 - **Multi-dimensional Approach:** Analyzing a problem from various angles, considering multiple factors (e.g., interdisciplinary analysis).
 - **Design Thinking:** A problem-solving methodology with a human-centered approach. Its key components are: **Empathy, Define, Ideation, Prototyping, and Testing.**
 - **Holistic Approach:** Considering a system or problem as a whole, recognizing the interconnections between its parts. "Looking at the problem as a whole and viewing the big picture."
-

Part 3: Persuasion and Influencing Skills

Syllabus Overview

- Building blocks of trust
- Understanding persuasive technique
- Principle of influence
- Building reciprocity
- Storytelling
- Negotiation skills
- Handling conflict
- Customer conversations
- Interviewing skills

Building Trust

- Trust is the foundation for effective communication and collaboration.
- **Key Strategies for Building Trust:**
 1. **Reliability & Dependability:** Keep your word and carry out obligations.
 2. **Transparency:** Communicate openly; when people are unaware, they make negative assumptions.
 3. **Competency:** People must believe you are capable of carrying out your duties.
 4. **Sincerity, Authenticity & Congruency:** People can sense when what you say doesn't align with what you feel.
 5. **Fairness:** Respect other people's wants and desires.

Building & Leveraging Trust in the Workspace

- **Strategies to Build:** Be transparent, consistent, reliable, and competent. Foster an inclusive environment, take accountability, give recognition, empower team members, and resolve conflicts openly.

- **Leveraging Trust:** Allows for delegation, open communication, collaboration, flexibility, and innovation.

Understanding Persuasive Techniques

- Persuasion is the art of influencing others. Common techniques include:
 - **Reciprocity:** People feel obligated to return favors.
 - **Scarcity:** Limited availability increases perceived value.
 - **Authority:** People are persuaded by experts.
 - **Consistency:** People stay consistent with small, initial commitments.
 - **Social Proof:** Evidence that others have adopted the belief.
 - **Liking:** People are persuaded by those they like.
 - **Emotional Appeal:** Creating an emotional connection.
 - **Storytelling:** Framing a message in a compelling story.
 - **Foot-in-the-Door:** A small request followed by a larger one.

Aristotle's Modes of Persuasion

1. **Ethos (Ethical Appeal):** Establishes the speaker's credibility, expertise, and trustworthiness.
2. **Pathos (Emotional Appeal):** Evokes feelings and creates an emotional connection with the audience.
3. **Logos (Logical Appeal):** Uses logical reasoning, data, statistics, and factual information.

Principle of Influence

- **Persuasion** is an *action*; **Influence** is a *state* or condition. Influence is the ability to affect the thinking of another.
- **Key Principles:** Reciprocity, Commitment & Consistency, Social Proof, Authority, Liking, and Scarcity.

Influencing Styles

1. **Breaching:** Motivates using reciprocity, consultation, and personal relationships.
2. **Rationalizing:** Uses logic and reasoning to persuade.
3. **Asserting:** Uses authority and assurance to motivate.
4. **Inspiring:** Motivates through a compelling vision or emotional appeal.
5. **Negotiating:** Searches for a middle ground and mutual acceptance.

Storytelling

- An artistic means of conveying feelings. A powerful communication tool that can captivate an audience.
- **Techniques:**
 - **Hook the audience** with a strong beginning.
 - Have a clear structure (beginning, middle, end).

- Create relatable characters.
- Use descriptive language.
- Build tension and suspense.
- Include conflict and resolution.
- Conclude with impact (a lesson, a reflection, or a call to action).

Negotiation Skills

- Formal discussions to reach a common ground and come to an agreement.
- **Negotiation Types:**
 1. **Distributive:** A "win-lose" or fixed-pie negotiation (e.g., buying a car). No prior relationship is needed.
 2. **Integrative:** A "win-win" negotiation. It is cooperative, involves multiple issues, and is focused on building a long-term relationship.
- **Distributive Basics:** Give little information, try to get information, show you have options, make the first offer.
- **Integrative Basics:** Involves multiple issues, requires sharing information, focuses on problem-solving and bridge-building.

Handling Conflict

- Conflict is a natural part of human interaction. How it's managed impacts relationships.
- **Five Keys to Dealing with Workspace Conflict:**
 1. **Define acceptable behavior:** Creates a framework for decision-making.
 2. **Hit conflict head-on:** Proactively intervene in potential conflict areas.
 3. **Understand the "What's in it for me" factor:** Understand others' motivations.
 4. **The Importance Factor:** Pick your battles.
 5. **View conflict as opportunity:** A potential for growth and learning.

Customer Conversations

- Essential for building positive relationships and understanding needs.
- **Tips for Success:**
 - **Active Listening:** Let the customer express themselves fully.
 - **Empathy:** Put yourself in the customer's shoes.
 - **Clear Communication:** Use clear and concise language.
 - **Probing Questions:** Ask open-ended questions.
 - **Positive Language:** Focus on solutions, not problems.
 - **Timely Responses**
 - **Professionalism**

- **Solution-Oriented Approach**

Interviewing Skills

- Essential for both interviewers and candidates.
- **Tips for Conducting Great Interviews:**
 - Start slow, safe, and personal.
 - Make some questions open-ended.
 - Ask what you don't know.
 - Don't send advanced questions.
 - Be prepared and listen carefully.