

Heroes' Theses - 8 Competences (8 Superpowers)

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Superpower 1 (SP1) - Ability to Think Analytically

1	Ability to Think Analytically	1.1.) Problem Analysis 1.2.) Problem-solving Synthesis 1.3.) Problem-solving Efficiency 1.4.) Problem-solving Management 1.5.) Solution-focused Approach 1.6.) Problem-solving Effectiveness 1.7.) Problem-solving & Teams 1.8.) Problem-solving & Team
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Individual with a HIGH level of strength “Ability to Think Analytically” would strongly endorse such statements as THESES

1.1.) Problem Analysis

Thomas’s thesis: I strongly believe that people are prepared to solve their problems if they are better defined. When I face a problem, I struggle to bring clarity to defining it.

When I face a problem, I often collect and evaluate relevant information, using abstract concepts to interpret it successfully.

I am good at quickly grasping the essence and the underlying structure of a phenomenon.

I am good at mastering a new area of knowledge in order to solve a problem.

I usually notice discrepancies and inconsistencies in available information while solving a problem.

I apply different theoretical frameworks to understand a specific situation that hinders my capacity to solve a problem.

When I face a problem, I have the ability to identify many likely root causes.

I can easily grasp an understanding of new information in order to solve long-established problems.

I make inferences about the meaning of new data.

Intellectual discussions help me define new frameworks and concepts in order to solve problems.

I take advantages of in-depth intuition to solve problems.

My curiosity allows me to adopt an exploratory mindset in everything I do.

One skill that I take pride in is my ability to get insightful views, in drawing sensible conclusions, and in creating logical thought processes.

I always come up with a variety of approaches to problem solving.

I logically identify how different possible approaches are strong and weak while analyzing a problem.

I find pleasure in observing insightful views, in drawing sensible conclusions, and in creating logical thought processes.

When I face a problem, my key strength is my ability to easily recognize the importance of the data available and to place it into a broader perspective.

I think through situations and issues for myself and I reject unjustified authorities while recognizing the contributions of reasonable authority.

I have the need to be true to my own thinking and to hold myself to the same standards one expects others to meet.

Instead of just accepting others’ beliefs, I seek to figure things out first.

When I face a problem, I discard unfounded authorities.

When I face a problem, I welcome different systems of thought.

When I face a problem, I never stuck in “mob mentality.”

I am good at asking the right question that can help disaggregate the issue being solved.

When I face a problem, I am good at eliminating all non-key issues.

I am good at conducting critical analyses, porpoise between data and hypotheses.

I am good at disaggregating issues into separate branches that can be considered independent of the others.

When I face a problem, I am good at hypothesizing a solution and developing a necessary and sufficient rationale to validate or disprove it.

I am good at asking basic questions to exposure the problem to be resolved.

1.2.) Problem-solving Synthesis

David’s thesis: When I face a problem, I struggle to fit all pieces together in a complete picture that keeps expanding with the continual discovery of new elements. I possess breadth of understanding, the

capacity to navigate smoothly and coherently across disciplinary frontiers, with principles drawn from various disciplines.

I am good at synthesizing findings and building strong arguments.

I have the disposition to work my way through intellectual complexities despite the frustration inherent in the task.

I like learning experiences that use my natural way of systems thinking, where I can maintain my independence and find a way to re-conceptualize.

I am good at putting all of the project pieces together and understanding the properties, behaviors, and characteristics of a system as a whole, across people, processes, and technology.

I have always been known for my ability to discuss multiple aspects and impacts of issues and project them into the future.

Diagramming the elements in a complex system and the flows between those elements is one of my greatest strengths.

I identify key interdependencies among system components (e.g., key drivers of cost, performance, etc., potential negative effects of process interventions, hidden structures that prevent system change).

I always seek information from other fields and areas of life to find novel approaches to situations.

I go beyond “brainstorming” to analogical thinking, fantastical thinking, and visual metaphors, driving whole-brain approaches to problem solving.

I map ideas visually, facilitating communication across organizational boundaries and skill levels.

I grow delighted when I find out, under complexity, an elegantly simple concept to explain why things are as they are.

I can comfortably establish connections among ideas previously unrelated.

Since I am always asking “why not questions”, I can see problems where people can not perceive them.

When I face a problem, I subpart analysis flow into parts that flow into the whole.

I use systems thinking, using deductive reasoning to synthesize ideas.

1.3.) Problem-solving Efficiency

Victor’s thesis: I am always concerned about problem-solving efficiency. The challenge is to state the problem in a way that will allow a concrete solution. I am good at defining thoughtful hierarchy of issues analyses that will answer basic question defined in the problem statement. I do no duplication of work - no unnecessary work.

I provide analysis of problems and issues that accounts for the interactions of all systems and organizational entities involved over time.

I create frameworks that accurately depict problem interdependencies.

I identify useful sources of information and gather and utilize only that information which is essential.

I understand and utilize technology to improve work processes.

I approach a situation or problem by using tools such as flow charts, Pareto charts, fish diagram, etc. to disclose meaningful patterns in the data and making inferences about the meaning of the data.

I use rigorous logic and methods to solve difficult problems with effective solutions.

When I face a problem, I work pieces of manageable size and complexity.

When I face a problem, I help prioritizing pieces of work.

When I face a problem, I allow sequencing of analyses, as piece not dependent on each other.

I am good at indicating what will not be included in the problem study.

1.4.) Problem-solving Management

Sophia’s thesis: When I face a problem, I gather both conceptual and “people information” to make my vision happen. I simultaneously build models to solve complex problems and get people to work toward concrete goals.

I readily provide plan for splitting up the work among team members.

I am good at dismantling the basic question into pieces that different team members can tackle separately and at different point in time.

When I face a problem, I am always willingness to listen to suggestions from others and to try new ideas.

I observe the behavior of others, read extensively, and keep my mind open to ideas and solutions from others.

When I face a problem, I work with others and seek the opinions of others to reach a solution.

I am good at clarifying team’s thinking to the clients.

I provide common language for mine and client team.

I am good at building a common understanding within the team of the problem-solving framework.

1.5.) Solution-focused Approach

William's thesis: I like plentiful information and I filter it through a large data bank of life experiences, looking for what is familiar with my previous practical and pragmatic situations. When I face a problem, I focus on what I want to change and why I want to change that situation. Next, I focus my attention on specifying how I want things to be - in other words, what should be the concrete positive results of the change process.

When I propose a solution to an organization's problem, I understand its strengths and weaknesses as compared to competitors.

When I propose a solution to an organization's problem, I understand industry and market trends affecting the organization's competitiveness.

I have a realistic understanding of competitive products and services within the marketplace.

I develop and propose as a long-term strategy for the organization based on an analysis of the industry and marketplace and the organization's current and potential capabilities as compared to competitors.

I am good at developing an implementation plan for a client.

When I propose a solution to an organization's problem, I am good at analyzing the strategic fit of an acquisition candidate.

When I propose a solution to an organization's problem, I am good at understating the value creation at each stage of the value chain.

I am good at analyzing a client's competitive position within the industry.

I am good at analyzing break-even points or sensitivities for a specific strategic move.

I am good at understanding linkages between shareholder value creation and operational performance levers.

I am good at comparing relative attractiveness of several different strategic options.

When I propose a solution to an organization's problem, I am good at developing projections for the business's financial performance.

I am good at developing key performance indicators for an organization.

I am good at analyzing the bottom-line impact of strategic or operational changes in the business.

I am good at identifying the sources of poor profitability.

I am good at generating ideas for profit improvement.

1.6.) Problem-solving Effectiveness

Igor's thesis: I just can't help it. If I am faced with a problem, I feel like rolling up my sleeves and get my hands dirty right away. I am very responsive to the needs of the immediate situation. My fearlessness in trying anything at least once and my keen sense of competition make people confident that they can count on me when exciting challenge lies ahead. I am driven by a sense of responsibility and "bottom line" behavior.

I read and talk to people in related fields to discover current trends in the field.

When I face a problem, I push to hypotheses as early as possible.

I am good at identifying with the client his "idea for success" during problem analysis.

I am good at identifying client decision-makers as well as internal or external parties who can affect implementation.

I am good at defining the limits to the set of solutions that can be considered.

1.7.) Problem Solving & Teams

Marcus's thesis: Critical thinking sounds like a dispassionate process, but it can engage emotions and even passionate responses. This should not surprise us when we consider that reasoning requires us to decide between opposing points of view. Additionally, critical reasoning usually involves considering other people's reasoning. To solve a problem properly, everyone involved must first agree on how to define it. My main concern when I face a problem is to understand the motivations and hidden agendas of my team members.

I use a language that is simple and preferably familiar to the client (i.e., use their terminology, if possible).

I am good at linking data and arguments into sounding business presentations.

I am good developing "story" to support recommendations to the client.

My main concern when I face a problem is to understand the motivations and hidden agendas of team members.

When faced with a problem, most people tend to dive deep down into analyses, but lose sight of the relevance that it may have for people involved.

I can see opportunities for synergy and integration of different teams where others can't.

I am good at negotiating with functional counterparts to obtain required resources to solve a problem.
When I face a problem, I maintain a sense of humor.
I ensure that people understand how the solving a problem will be perceived by superiors or clients.
I always try to integrate the problem solving with the business' scope.
I build architecture to implement that vision and direction and empower and enables organizational members to carry out and implement that vision.

1.8.) Problem Solving & Team

Laura's thesis: When faced with a problem, most people tend to dive deep down into analyses, but lose sight of the relevance that it may have for people involved. I often base decisions on what is most fitting and suitable according to the values of a group. The more people involved in solving a problem, the longer it may take, but the higher the commitment and the better the result. It's not easy to identify what brings people together. My main concern when I face a problem and manage a team is to try to understand what would bring everyone onto the same page. Teams are good, people are good, and work is good when the theme of togetherness drives my tasks.

When I face a problem, I gather both conceptual and "people information" to make my vision happen.
Critical reasoning usually involves considering other people's reasoning.
I am good at understanding how important it is to seek support from people around me when I need to solve a problem.
When I face a problem, I am sought out by others for advice and solutions.
When I face a problem, I seek out others involved in a situation to learn their perspectives.

Quotes

"I think; therefore I am." Descartes
"What we observe is not nature itself, but nature exposed to our method of questioning." Werner Heisenberg.
"It is not that I'm so smart. But I stay with the questions much longer." Albert Einstein
"A thinker sees his own actions as experiments and questions--as attempts to find out something. Success and failure are for him answers above all." Friedrich Nietzsche
"I would prefer an intelligent hell to a stupid paradise." Blaise Pascal
"Ideas and not battles mark the forward progress of mankind." L. Ron Hubbard
"The basic stimulus to the intelligence is doubt, a feeling that the meaning of an experience is not self-evident." W.H. Auden
"Understanding a question is half an answer." Socrates
"No one can be a great thinker who does not recognize that as a thinker it is his first duty to follow his intellect to whatever conclusions it may lead." John Stuart Mill
"All the problems of the world could be settled if people were only willing to think. The trouble is that people very often resort to all sorts of devices in order not to think, because thinking is such hard work." Thomas Watson
"The problems are solved, not by giving new information, but by arranging what we have known since long." Ludwig Wittgenstein
"I have always thirsted for knowledge; I have always been full of questions." Hermann Hesse
"The greatest challenge to any thinker is stating the problem in a way that will allow a solution." Bertrand Russell
"Thinking is the hardest work anyone can do, which is probably the reason why we have so few thinkers." Thomas S. Monson
"Small is the number of people who see with their eyes and think with their minds." Albert Einstein
"A thinker sees his own actions as experiments and questions as attempts to find out something. Success and failure are for him answers above all." Friedrich Nietzsche
"The important thing is not to stop questioning. Curiosity has its own reason for existing." Albert Einstein
"I think, at a child's birth, if a mother could ask a fairy godmother to endow it with the most useful gift, that gift would be curiosity." Eleanor Roosevelt
"It's not a silly question if you can't answer it." Jostein Gaarder
"The knowledge of all things is possible." Leonardo da Vinci
"Curiosity is one of the permanent and certain characteristics of a vigorous intellect." Samuel Johnson
"Curiosity is more important than knowledge." Albert Einstein
"I think I benefited from being equal parts ambitious and curious. And of the two, curiosity has served me best." Michael J. Fox
"Be curious. Read widely. Try new things. What people call intelligence just boils down to curiosity." Aaron Swartz

"Curiosity is what separates us from the cabbages. It's accelerative. The more we know, the more we want to know." David McCullough
 "Curiosity is the engine of achievement." Ken Robinson
 "Satisfaction of one's curiosity is one of the greatest sources of happiness in life." Linus Pauling
 "Millions saw the apple fall, but Newton asked why." Bernard Baruch
 "Judge a man by his questions rather than by his answers." Voltaire
 "It is a miracle that curiosity survives formal education." Albert Einstein
 "We keep moving forward, opening new doors, and doing new things, because we're curious and curiosity keeps leading us down new paths." Walt Disney
 "All men by nature desire knowledge." Aristotle
 "Curiosity about life in all of its aspects, I think, is still the secret of great creative people." Leo Burnett
 "The first and simplest emotion which we discover in the human mind is curiosity." Edmund Burke
 "When you know better you do better." Maya Angelou
 "Ideas are the source of all things." Plato
 "Science is only a Latin word for knowledge." Carl Sagan
 "An investment in knowledge pays the best interest." Benjamin Franklin
 "Knowledge is a treasure, but practice is the key to it." Lao Tzu
 "The fundamental cause of trouble in the world is that the stupid are cocksure while the intelligent are full of doubt." Bertrand Russell
 "No thief, however skillful, can rob one of knowledge, and that is why knowledge is the best and safest treasure to acquire." L. Frank Baum
 "A manager is responsible for the application and performance of knowledge." Peter F. Drucker
 "Wisdom cannot be stolen - it can only be shared." Jefferson Smith
 "What we want to see is the child in pursuit of the knowledge not the knowledge in pursuit of the child." George Bernard Shaw
 "There is much pleasure to be gained from useless knowledge." Bertrand Russell
 "Knowledge Management is expensive - but so is stupidity!" Thomas Davenport
 "Knowledge management is something many companies are sure they need, if only they knew what it was." Mary Lisbeth D'Amico
 "Knowledge has become the key economic resource and the dominant-and perhaps even the only-source of competitive advantage." Peter Drucker
 "Knowledge management is something many companies are sure they need, if only they knew what it was." Mary Lisbeth D'Amico
 "The basic economic resource - the means of production - is no longer capital, nor natural resources, nor labor. It is and will be knowledge." Peter Drucker
 "In a knowledge-driven economy, talk is real work." Laurence Prusak
 "Knowledge is like money: to be of value it must circulate, and in circulating it can increase in quantity and, hopefully, in value." Louis L'Amour

Films

[12 Angry Men](#)
[Apolo XIII](#)
[Armageddon](#)
[Barbarians at the Gate](#)
[Beautiful Mind](#)
[Chicken Run](#)
[Dead Poets Society](#)
[Flash of Genius](#)
[Good Will Hunting](#)
[Into the Wild](#)
[Lorenzo's Oil](#)
[Money ball](#)
[Ocean's Eleven](#)
[Pirates of Silicon Valley](#)
[Shaolin](#)
[Stand and Deliver](#)
[The Bridge on the River Kwai](#)
[The Great Debaters](#)
[The Twelve Tasks of Asterix](#)
[The Warlord](#)
[Toy Story 3](#)

Superpower 2 (SP2) - Ability to Think Creatively

2	Ability to Think Creatively	2.1.) Innovation Analysis 2.2.) Integrative Thinking 2.3.) Knowledge Management 2.4.) Innovation Management 2.5.) Multiple Solution Approach 2.6.) Innovation Impact 2.7.) Innovation & Teams 2.8.) Innovation & Team
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Individual with a HIGH level of “Ability to Think Creatively” would strongly endorse such statements as THESES

2.1.) Innovation Analysis

Thomas’s thesis: A new situation or an unfamiliar subject always challenges me to get to know first the WHY behind the WHAT. My usual approach is to find out whether the established WHAT makes sense. I also attempt to test its validity through analysis that, I believe, goes beyond the ordinary view. This process forces me to seek and test new ideas, putting my creative mind to work. I have eagerness to “think outside of box” and consider new possibilities. My creativity is engaged in solving problems about ways to integrate new theoretical frameworks.

I always give all ideas a chance to flow.

I am relentlessly seeking novel sensations and experiences through the mind and senses.

I can’t help it: I am constantly on the move towards something new.

I am a highly novelty-seeking individual.

I take pleasure in thinking about things in unusual ways.

Strategic decisions come quickly as I compare new information to my abstract representations of the universe.

I enjoy the creative process and using my intuitive intellect to find ways to reconcile the past and the future.

2.2.) Integrative Thinking

David’s thesis: I have the ability to synthesize lots of information. I believe my creativity is aroused when apparently non-related frameworks of understanding are juxtaposed. Taking two or more models of thought and integrating them to reveal a more holistic and better-defined essence is personally fulfilling. I am the one who surprises others with my probing questions in combining things in new and refreshing ways. If I find links between one kind of activity and another, I am better able to perform the second activity. Looking for patterns or similarities enable me to solve new problems creatively.

I believe my creativity is aroused when apparently non-related frameworks of understanding are juxtaposed.

Taking two or more models of thought and integrating them to reveal a more holistic and better-defined essence is personally fulfilling.

I am the one who surprises others with my probing questions in combining things in new and refreshing ways.

If I find links between one kind of activity and another, I am better able to perform creatively the second activity.

I feel creative when I have to navigate smoothly and coherently across disciplinary frontiers, with principles drawn from various disciplines.

I am good at engaging in non-work related interests: being well-rounded and seeking information from other fields and areas of life to find novel approaches to situations.

I am good at facing constructively the tension of opposing ideas and, instead of choosing one at the expense of the others, generate a creative resolution of the tension in the form of a new idea that contains elements of the opposing ideas but is superior to each.

I am good at seeing patterns that link unrelated subjects, creating deeper, more powerful insights.

I pride myself in my ability to hold two opposing ideas in mind at the same time and still retain the ability to function.

I have had a full range of experience in finding a better way to approach problems through synthesizing and reorganizing the information.

I tend to be seen as original and value-added in brainstorming settings.
I am the tricksters who surprise others with my probing questions and agility in combining things in new and refreshing ways.
I like learning that helps me see new patterns and elegant connections, cross the artificial boundaries of thought, and activate the imagination.
I think expansively by combining ideas in unique ways or making connections between disparate ideas.

2.3.) Knowledge Management

Victor's thesis: My creativity plans, orders, and sequences procedures in service of accomplishing a goal. My creativity is maximized when I am tested or challenged to do something better, faster, or more penetratingly than any others have ever done.

I like to maintain a notebook of insights, creating uncensored flows of high-level thinking more frequently and in more contexts.

My creativity surprises others for its efficiency.

I seek out opportunities to creatively improve reinvent work processes.

Motivated to have my systems running smoothly, my creativity is piqued when an opportunity for streamlining and establishing order is eminent.

I target important areas for innovation and develop solutions that address meaningful work issues.

2.4.) Innovation Management

Sophia's thesis: Innovation begins with filling the needs of people. You have to get curious about the met and unmet needs of people around you. This focus drives the leader to make people's problems the group's own problem. It's also important to encourage the behaviors that go with innovation, and not just the outcomes. If you only recognize big outcomes, then people will only make the effort when they feel they are likely to achieve a big outcome. If we encourage the right behaviors, we will see more of those behaviors, which in turn generates to the outcomes desired. While thinking skills are essential for identifying problems, strategies, patterns, opportunities and new ideas, a big part of innovation is getting other people on board.

I creativity involve directing others to find the best way to maneuver resources for greater efficiency.

I seek out team members involved in a situation to learn their perspectives about new ideas.

I have a sense about managing the creative process of others.

I encourage innovation and exploration of non-traditional ideas from team members.

I always encourage others to suggest ideas.

I can facilitate effective brainstorming.

I recognize and reward those who take initiative and act in a creative manner within a group context.

I ensure that people understand how innovative solutions will be perceived by superiors or clients.

2.5.) Multiple Solution Approach

William's thesis: Contrary to what most people think, innovation does not come from a "big Idea" wrapped in a generic strategy. Innovation arises when several ideas are tested on the real field of practical experiences. When I face a problem, I use a "multiple solution approach" - the more alternatives we consider the more likelihood of finding the best solution.

In order to express my creativity while solving a problem I explore numerous potential solutions and evaluate each before accepting any.

I sponsor the development of new products, services, methods, or procedures.

I have had a full range of experiences in developing and implementing creative methods for leveraging available resources.

I develop better, faster, or less expensive ways to do things in a novel fashion.

I understand the organization's strengths and weaknesses as compared to competitors in terms of innovation.

I understand industry and market trends affecting the organization's competitiveness in terms of innovation..

I have an in-depth understanding of innovative products and services within the marketplace.

I develop and propose as a long-term strategy for the organization based on an analysis of the industry and marketplace and the organization's current and potential innovations as compared to competitors.

I propose innovative business deals to potential customers, suppliers, and business partners.

I can project how potential ideas may play out in the marketplace.

I am good at bringing in big ideas from the outside world to enliven my business problems.

I develop and implement creative methods for finding, leveraging and extending the impact of available resources.

I actively seek out and identify opportunities to develop and offer new products and services within or outside the organization.

I stay abreast of business, industry, and market information that may reveal opportunities for innovative products and services.

2.6.) Innovation Impact

Igor's thesis: In the early stages of generating ideas, it is good idea to take risks. At this point, ideas are only on paper. As I move towards developing an idea, costs come into play - there may be cost in terms of time, money, resources, etc. It is the important to limit the risks, without necessarily dismissing the possibility of taking risks. Assessing innovative plans, I always make questions such as "What are the costs to all parties? What are the possible benefits? Who will gain? How are the advantages compared to the disadvantages? What are the chances of success?" - I am very down-to-earth person.

I build architecture to empower members to be creative.

One skill that I take pride in is my ability to have good judgment about which creative ideas and suggestions will work.

I make decisions quickly in response to new information regarding the system or the potential for making a complex model accessible and usable.

Assessing innovative plans, I gather lots of information to base decisions on the "how" in terms of effectiveness.

I am great at developing ideas into functional and innovative applications.

When I am pressed to be creative, I want to find all the angles, so I like to question, challenge, and take risk.

Since creativity implies risks, it also demands that we become responsible for our actions.

I generate and apply innovative ideas to ensure ownership for and impact of key initiatives.

2.7.) Innovation & Teams

Marcus's thesis: I am constantly thinking of new things to try. I can be ready to go as soon as a new idea is suggested. I always encourage others to suggest ideas. I avoid negative self-judgments such as "I am not a creative person." I give all ideas a chance to flow. I am always being willing to look at all ideas for hidden potential. The best ideas come from interactions whose outputs are not under our control.

I always try to integrate the innovative solutions with the business' scope.

I witness my creativity rise when I exchange ideas.

I develop analogies or metaphors to explain a situation.

I gather conceptual and factual information to make my vision happen and find what is motivating.

I am always willingly to prioritize listening to novel ideas and learning new things.

I am good at negotiating with functional counterparts to obtain required resources in order to promote innovative practices.

2.8.) Innovation & Team

Laura's thesis: I witness my creativity rise when I exchange ideas. Since creativity implies risks, it also demands that we become responsible for our actions. In other words, reflecting upon the necessities and expectations of a group, I must be honest with myself before I can grow responsible for my team. You earn the group's trust when you trust yourself.

I really enjoy the creative process, and my best learning occurs when I get to share my insights about life's possibilities with others as they occur.

I witness my creativity rise when I exchange ideas.

I avoid negative judgments within the group such as "I am not a creative person."

I encourage and support entrepreneurial behavior in others.

I create a work environment that encourages creative thinking and innovation.

I am inventive at finding solutions to people problems.

Quotes

"Creativity takes courage." Henri Matisse

"Critical thinking is thinking about your thinking while you're thinking in order to make your thinking better." Richard Paul

"Creativity requires the courage to let go of certainties." Erich Fromm

“Beyond all sciences, philosophies, theologies, and histories, a child's relentless inquiry is truly all it takes to remind us that we don't know as much as we think we know.” Criss Jami

“Only the curious will learn and only the resolute overcome the obstacles to learning. The quest quotient has always excited me more than the intelligence quotient.” Eugene S. Wilson

“I know quite certainly that I myself have no special talent; curiosity, obsession and dogged endurance, combined with self-criticism, have brought me to my ideas.” Albert Einstein

“The only person who is educated is the one who has learned how to learn and change.” Carl R. Rogers

“We need learn what we need to learn, know what we need to know, and do what we need to do.” Thomas S. Monson

“The highest activity a human being can attain is learning for understanding, because to understand is to be free.” Baruch Spinoza

“The test of a first-rate intelligence is the ability to hold two opposed ideas in the mind at the same time, and still retain the ability to function.” F. Scott Fitzgerald

“Innovation is an evolutionary process, so it's not necessary to be radical all the time.” Marc Jacobs

“Chance favors the connected mind.” Steven Johnson

“Implementing best practice is copying yesterday, innovation is inventing tomorrow.” Paul Sloane

“Never before in history has innovation offered promise of so much to so many in so short a time.” Bill Gates

“He that will not apply new remedies must expect new evils; for time is the greatest innovator.” Bacon

“Innovation distinguishes between a leader and a follower.” Steve Jobs

“To live a creative life, we must lose our fear of being wrong.” Joseph Chilton Pearce

“Imagination is everything. It is the preview of life's coming attractions.” Albert Einstein

“You can't use up creativity. The more you use, the more you have.” Maya Angelou

“Creativity requires the courage to let go of certainties.” Erich Fromm

“Creativity is an act of defiance.” Twyla Tharp

“Imagination is the beginning of creation. You imagine what you desire, you will what you imagine and at last you create what you will.” George Bernard Shaw

“In order to be open to creativity, one must have the capacity for constructive use of solitude. One must overcome the fear of being alone.” Rollo May

“Creativity is that marvelous capacity to grasp mutually distinct realities and draw a spark from their juxtaposition.” Max Ernst

“Learn the rules like a pro, so you can break them like an artist.” Pablo Picasso

“We need creativity in order to break free from the temporary structures that have been set up by a particular sequence of experience.” Edward De Bono

“Rules are a great way to get ideas. All you have to do is break them.” Jack Foster

“Where all think alike there is little danger of innovation.” Edward Abbey

“I can't understand why people are frightened of new ideas. I'm frightened of the old ones.” John Cage

Films

12 Angry Men

Apolo XIII

Armageddon

Barbarians at the Gate

Beautiful Mind

Chicken Run

Dead Poets Society

Flash of Genius

Good Will Hunting

Into the Wild

Lorenzo's Oil

Money ball

Ocean's Eleven

Pirates of Silicon Valley

Shaolin

Stand and Deliver

The Bridge on the River Kwai

The Great Debaters

The Great Escape

The Twelve Tasks of Asterix

The Warlord

Superpower 3 (SP3) - Ability to Get Things Done

3	Ability to Get Things Done	3.1.) Planning 3.2.) Project Elaboration 3.3.) Project Efficiency 3.4.) Project Management 3.5.) Bottom-line Approach 3.6.) Pragmatism 3.7.) Vision Alignment 3.8.) Supporting Network
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Individual with a HIGH level of “Ability to Get Things done” would strongly endorse such statements as THESES

3.1.) Planning

Thomas’s thesis: My management style is characterized as promoting autonomous team members committed to the idea of sharing knowledge in a challenging learning environment. I always break down a task into the process steps before developing schedules and people assignments. I am good at establishing clear frameworks in a well-planned manner. Later on I systematically plan a course of action to ensure the accomplishment of objectives.

Before getting my hands dirty, I put theories to work by mapping out feasible events, developing agendas, building models.

3.2.) Project Elaboration

David’s thesis: I look toward the broadest possible view of any issue. I can easily pose future scenarios while discussing multiple aspects and impacts of issues and project them into the future. When I devise a plan, I concentrate on grasping the key interdependencies among system components.

When I devise a plan, I can simplify complex processes.

When I devise a plan, I am willing to re-engineer processes from scratch.

I am often masterful managers of complexity in elaborating a plan.

3.3.) Project Efficiency

Victor’s thesis: I have an improvement plan for everything. I seek efficiency, i.e., getting the most of the least effort from those with whom I associate. I am good at planning and monitoring, ensuring predictable quality. My talent lies in ensuring that standards are met and the consequences for not following those standards are delivered. I also have great capacity for attention to details. I accurately scopes out length and difficulty of tasks and projects. I can orchestrate multiple activities at once to accomplish a goal. I am good at marshaling resources to get things done.

I create a learning environment leading to the most efficient and effective work processes.

When I devise a plan, I accurately scope out length and difficulty of projects.

I understand how to separate and combine tasks into efficient work flow.

I seek efficiency, i.e., getting the most of the least effort from those with whom I associate.

My talent lies in ensuring that standards are met and the consequences for not following those standards are delivered. I have great capacity for attention to details.

Systematically I gather and analyze pertinent information to plan a course of action.

I set objective standards and develop goals or objectives that can be measured concretely.

I closely monitor and adjust plan implementation to ensure desired outcomes.

When it comes to quality product/service control, I am very good at measuring performance against goals.

I constantly focus on the continuous improvement of products, services and processes.

I check my progress frequently – weekly, or even daily, depending on the goal.

I carefully weigh the priority of things to be done.

I develop and use systems to organize and keep track of information or work progress.

I prepare a personal development plan with specific goals and a timeline for my accomplishment.

I eliminate unnecessary work and all non-value-added activities (e.g., continuously improves key processes).

I easily break down work into the process steps.

- I am dedicated to providing organization or enterprise-wide common systems for designing and measuring work processes.
- I make use of quality tools to improve processes.
- I anticipate and adjust for problems and roadblocks.
- I anticipate possible problems and develop contingency plans in advance.
- I identify improvement areas and resolves barriers to task completion.
- I concentrate my efforts on the more important priorities.
- I get more out of fewer resources.
- I seek to accomplish critical tasks with measurable results.
- I strive for excellence in performance by surpassing established standards.
- I spend my time and the time of others on what's important - I quickly zero in on the critical few and puts the trivial many aside.
- I seek and document client needs and ensure and measure client satisfaction.
- I use a well-defined process to structure my decisions.

3.4.) Project Management

Sophia's thesis: I am keenly aware of the inner workings of the whole organization and its unique various subsystems. My management style is result-oriented, cooperative and quite decisive. I expect anyone to follow the rules and standard operating procedures. Known for my ability to communicate well-defined tasks and realistic expectations, I am often masterful at structuring to get things done.

- I develop schedules and task/people assignments.
- I act to align my own unit's goals with the strategic direction of the business.
- I organize information or materials for others.
- I am not only comfortable but very experienced in developing people assignments.
- I am knowledgeable about how my organization works.
- I know how to get things done both through formal channels and the informal network.
- I understand the origin and reasoning behind key policies, practices, and procedures.
- I identify appropriate measures to drive the team's work.
- I ensure that client requirements are incorporated into day-to-day tasks and activities.
- I set deadlines in a way that gets commitment from all parties involved.
- I accurately anticipate the implications of events or decisions for various stakeholders in the organization and plans strategy accordingly.
- With my team, I develop a work plan with tasks, timeframes, milestones, resources, and dependencies.
- I am good at negotiating with key stakeholders and functional counterparts to obtain required resources.

3.5.) Bottom-line Approach

William's thesis: Practical experiences through which I can help people are sources of positive reinforcement for my future actions in the world. I grow more confident from each hands-on experience with people by my side. I base decisions on what is happening in the immediate, external world that is relevant to get the job done. I like lots of information and filter it through a large data bank of life experiences, looking for what is familiar with my previous practical and pragmatic situations. I meet challenges head-on and how to get things accomplished. I make fast decisions that are realistic and pragmatic.

- I formulate strategies that take organization's strengths and weaknesses into account.
- I adapt best practices and processes to the work unit.
- I ensure support for projects and implements agency goals and strategic objectives.
- I implement solutions to organizational problems and develop organizational or service delivery systems in a way that factors in or encompasses the interactions of all of the systems and organizational entities involved.
- I align staff to goals, delegate effectively, motivate others, give clear direction, and initiate projects or actions.
- I understand that different situations and levels may call for different skills and approaches.
- I expect anyone to follow the rules and standard operating procedures.
- I stress accountability and continuous improvement.
- I identify what needs to be done and takes action before being asked, when the situation requires it.
- I can quickly sense what will help or hinder accomplishing a goal.
- I maintain commitment to goals in the face of obstacles and frustrations.
- I can quickly sense what will help or hinder people accomplishing their goals.

3.6.) Pragmatism

Igor's thesis: I just can't help it. If I have a problem, I feel like rolling up my sleeve and get my hands dirty right away. I enjoy high-energy, high-stress occupation which involve endurance, strength, and risk. I am motivated by tight deadlines. Known for my ability to communicate well-defined tasks and realistic expectations, I am often masterful at pragmatically acting to get things done. I base decisions on what is happening in the immediate, external world that is relevant to get the job done. I make fast decisions that are realistic and pragmatic.

I actually like working in a fast-paced environment where there is a need to use material/human resources effectively and efficiently.

I recover quickly from setbacks.

I take risks in improving products and services, while holding self and others accountable.

While I am an effective deliverer, I can excel at very different navigational altitudes (from a keen strategic vision to an energetic hands-on implementation), and always in sync with my internal team mates and clients.

I spend my time and the time of others on what's important - I use my time effectively and efficiently.

I take independent action to change the direction of events.

I respond effectively to unforeseen people problems.

I have a strong sense of urgency about solving problems and getting work done.

I am very responsive to the needs of the immediate situation.

My fearlessness in trying anything at least once and my keen sense of competition make people confident that they can count on me when exciting challenge lies ahead.

I am driven by a sense of responsibility and "bottom line" behavior.

I take the time needed to choose the best decision-making tool for each specific decision.

I am good at making fast decisions that are realistic.

I keep functioning effectively under critical and tight deadlines, heavy workloads, or other pressures.

I can effectively handle several challenging problems or tasks at once.

I deal effectively with pressure and stress.

I maintain focus and intensity and remain optimistic and persistent, even under adversity.

I continue to work toward achievement of goals in the face of obstacles.

I take extraordinary measures to solve problems and get work done when the situation calls for it.

I meet challenges head-on and how to get things accomplished.

One of my greatest strengths is my capacity to learn on the fly.

3.7.) Vision Alignment

Marcus's thesis: When facing a problem, managing a task, or leading a group, you should generate multiple possibilities based on impressions, feelings, and emotional tones you can read in different situations - I do not believe in one-size-fits-all approaches. I am good at negotiating with key stakeholders and functional counterparts to obtain required resources. Projects that involve the comprehension of motivation of team members are always sources of personal maturity. The following story shows my favorite approach to project management.

I ensure that everyone understands and identifies with the unit's mission.

I am good at elaborating a plan that moves an organization toward a vision of the future.

I can see opportunities for synergy and integration among different people where others can't.

Known for my ability to communicate well-defined tasks, I am often masterful at motivating to get things done.

I ensure that the unit develops goals and a plan to help fulfill the business' mission.

I build architecture to implement that vision and direction and empower and enables organizational members to carry out and implement that vision.

3.8.) Supporting Network

Laura's thesis: I manage in a very personal way focusing on the individuals in the organization. I know that organizations are necessary vehicles to accomplish goals, but in my mind and heart, it is people who make things happen. My management style is democratic and participative.

I am good at understanding how important it is to seek support from people around me when I need to overcome an obstacle.

I am sought out by others for advice and solutions.

I seek out others involved in a situation to learn their perspectives.

Quote

"If you don't know where you're going, any road will take you there." American Proverb

"If you fail to plan you are planning to fail." Benjamin Franklin

"The sooner you get behind schedule, the more time you have to make it up." Unknown

"The typical project sponsor would rather start ten projects than complete one single project." Vrisou van Eck

"If everything is going exactly to plan, something somewhere is going massively wrong." Unknown

"Fast - cheap - good: you can have any two." Unknown

"The first 90% of a project takes 90% of the time the last 10% takes the other 90%." Tom Cargill

"Nothing gets done till nothing gets done." Woehlke's Law

"Warning: dates in the calendar are closer than you think." Unknown

"If you can interpret project status data in several different ways, only the most painful interpretation will be correct." Unknown

"Powerful project managers don't solve problems, they get rid of them." Unknown

"The finish date is the earliest date for which you can't prove the project won't be complete." Unknown

"The most valuable and least used WORD in a project manager's vocabulary is 'NO'." Unknown

"If you can keep your head while all about you are losing theirs, you haven't understood the plan."

Unknown

"People under pressure do not think faster." Abraham Lincoln

"Good project managers admit mistakes: that's why you so rarely meet a good project manager."

Unknown

"The most successful project managers have perfected the skill of being comfortable being uncomfortable." Unknown

"The P in PM is as much about 'people management' as it is about 'project management'." Cornelius Fichtner

"Thinking is easy, acting is difficult, and to put one's thoughts into action is the most difficult thing in the world." Goethe

"There is nothing deep down inside us except what we have put there ourselves." Richard M. Rorty

"You see, idealism detached from action is just a dream. But idealism allied with pragmatism, with rolling up your sleeves and making the world bend a bit, is very exciting. It's very real. It's very strong." Bono

"I would rather be erring on the side of common-sense pragmatism and doing everything possible so that I felt that no stone was left unturned in terms of trying to protect school children." John Larson

"The knowledge that we consider knowledge proves itself in action. What we now mean by knowledge is information in action, information focused on results." Peter F. Drucker

Superpower 4 (SP4) - Aptitude to Lead People

4	Aptitude to Lead People	4.1.) Project Elaboration 4.2.) Vision Creation 4.3.) Project Management 4.4.) Leadership Promotion 4.5.) Assertiveness 4.6.) Change Enablement 4.7.) Vision Alignment 4.8.) Empathy Creation
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Individual with a HIGH level of “Aptitude to Lead People” would strongly endorse such statements as THESES

4.1.) Project Elaboration

Thomas’s thesis: My leadership style is characterized as promoting autonomous team members committed to the idea of sharing knowledge in a challenging learning environment. In such way, I can find sophisticated applications for theories to achieve long-range goals and outline all of the steps necessary for the people to get there.

I suggest how to integrate ideas with people.

I expose and test unspoken assumptions before establishing a direction for collective action by followers.

I am good at bringing people together to discuss ideas and do creative work collectively.

I am good at creating a collaborative atmosphere and showing commitment to the purpose through my own enthusiasm and behaviour.

I am good at assessing ideas, choices, and proposals and translating a direction for collective action by followers.

Within a group dynamic, I am good at questioning accuracy of opinions, making the group aware of its needs.

4.2.) Vision Creation

David’s thesis: I am a masterful manager of complexity in implementing a plan that moves a group toward a vision of the future. My leadership style is characterized as promoting engaged team members committed to the same vision. I am masterful at facilitating and understanding of a vision and gaining interpersonal commitments toward fulfillment of that vision.

I suggest how to integrate ideas with people.

I am good at bringing people together to discuss, decide and do creative work collectively.

I am good at creating a collaborative atmosphere and showing commitment to the common group vision.

4.3.) Project Management

Victor’s thesis: I am good at defining, establishing, identifying, and translating a direction for collective action by followers. I tend to manage in a formal way, focusing on the tasks to be performed. Teams are an effective tool for accomplishing tasks as long as they are well-managed and people’s roles and goals are well defined. I make sure things run smoothly by defining accountability.

I exhibit behaviors and techniques that enhance the quality of group processes.

I focus on priorities (not over-loading the agenda as this impedes the task and frustrates others).

I plan, find and grant resources to my team.

I assess performance of team’s members.

I receive task progress updates, proposals, ideas or solutions and follow up individually.

4.4.) Leadership Promotion

Sophia’s thesis: I enjoy taking charge and command. My leadership style is strategic-oriented with a vision and direction that are plan fully executed and problem focused. I excel at directing others in reaching the goals dictated by my strong vision of the organization and thrive on marshaling forces to get plans put into action. Efficient leadership, as I see it, must be based on values of commitment rather than compliance from followers and associates.

- I provide the information people need to know to do their jobs and to feel good about being a member of the team, unit, and/or the organization.
- I sense information gaps and making sure the group gathers the necessary data in the time available.
- I seek opportunities to work on teams as a means to develop experience and acquire knowledge.
- I provide opportunities for people to learn to work together as a team.
- I enlist the active participation of everyone in my group.
- I use group skills to lead the team members to consensus.
- I am clear what direction I need from people in leadership roles.
- I explain goals or strategies passed down from higher up the organization.
- I elaborate and clarify: build on others' ideas, analyze outcomes, remove or lessen confusion.
- I praise, affirm and support the contributions of others (even-handedly - no favorites)
- I make all aware of what is happening in the group, propose standard behaviour, express concerns, point out the need for behaviour change.

4.5.) Assertiveness

William's thesis: My leadership style is characterized by action-oriented attitude. Often energized by variety and change, I am incisive and demanding of a sense of urgency of those around me. With a hands-on orientation, I delegate to those I perceive share sense of commitment to get the job done. I take charge and command with such assurance that others usually follow easily.

- I make sure things run smoothly by defining accountability.
- I take charge and command with such assurance that others usually follow easily.
- I set or agree a clear, common, motivating purpose or vision with supporting goals.
- I carry out decisions.
- I ensure people have taken the actions.

4.6.) Change Enablement

Igor's thesis: My leadership style is action-oriented, pragmatic, and risk-taking. Often energized by variety and change, I am incisive and demanding of a sense of urgency of those around me. Part of a leader's job is to inspire the people to push themselves. To do this, I can see no shortcut: You must show them the way by doing it yourself. When you lead by example, you create a picture of what is possible. People can look at you and say, "Well, if he can do it, I can do it." We cannot deny it: there are risks involved and you must be prepared for setbacks.

- I question the "more of the same" attitude, encouraging a shared desire for change.
- I ensure during contentious issues that everyone listens hard to what each other is saying and, where necessary, that arguing colleagues can explain the other person's point to their satisfaction.
- I assess quickly which of the many decision-making options and techniques to use in the circumstances.
- I draw out different opinions and unspoken disagreement and, where necessary, allowing conflict to get the truth out to (i.) remove the corrosive effect of hidden, opposing motives and (ii.) reduce the chance of poor buy-in and implementation.
- I express my true thoughts, opinions and emotions, allowing others to see my limitations and encouraging colleagues to do the same to (i.) ensure openness and trust and (ii.) draw out hidden, opposing motives.
- I put my point across firmly and honestly, in a way that communicates fully and successfully what I want and feel, while respecting the rights of the other person.

4.7.) Vision Alignment

Marcus's thesis: I tend to position myself as the spokesperson for the core values and ideals of an organization. I actively engage people in democratic decision-making and in efforts related to their values of promoting growth. As a master at making connections between events, people, and situations, I communicate insights quickly and passionately, always engaging people towards goals. I have a great potential for helping make true the dreams of a group of people. My leadership style is characterized by being adaptable and collaborative when working with others.

- I build on or combining others' ideas.
- I lead by coaching, encouraging, applauding, and providing a lot of positive feedbacks.
- I promote cooperation with other work units.
- I state beliefs, views and feelings.
- I explain aims, plans, progress and issues to keep people informed, so they feel involved in something that is worthwhile, bigger than them.
- I resolve differences and reduce tension through mediation or humor.

- I listen, watch and comment on group members' (and own) feelings, behaviour and functioning.
- I mediate between members whose disagreement oversteps the line and become personal.
- I reach a strong enough accord to enable action follow-through.
- I centre my attention on the speaker and only the speaker while not letting my inner dialogue distract me.
- I take in the person's body language and tone of voice (the way they are saying what they are saying) to receive the underlying emotional "call" in the message.
- I ask open questions that don't trigger unintended defensive reactions.
- I respond openly and non-defensively to others' opinions and feedback to me, accepting that the other person's feelings and way of looking at a situation may not be the same as mine.
- I express disagreement constructively (e.g., by emphasizing points of agreement, suggesting alternatives that may be acceptable to the group).
- I represent the group to the outside world me (and, if needed, protecting individual members).
- I set an example creating a collaborative atmosphere and showing commitment to the group's purpose.
- I give and receive honest, effective feedback about the need for behavioral change.
- I do not filter the other's message by superimposing my beliefs, values or prejudgments.
- I put myself in the other person's shoes and know what they are feeling (empathy).
- I put forward a persuasive case that appeals intellectually and emotionally (includes presentation skills).

4.8.) Empathy Creation

Laura's thesis: My leadership style is characterized by empowering others to accomplish what needs to be done by nurturing relationships and making personal appeals. I tend to position myself as the spokesperson for the core values and ideals of an organization. As a gifted collaborator, I organize and facilitate action by building extensive networks and support for a given goal or mission. I lead by coaching, encouraging, applauding, and providing a lot of positive feedbacks.

- I celebrate the group's progress and marking individuals' accomplishments publicly.
- I ensure the group hears the views of less vocal members.
- I provide assistance, information, or other support to others, to build or maintain relationships with them.
- I actively engage people in democratic decision-making and in efforts related to their values of promoting growth.
- As a master at making connections between events, people, and situations, I communicate insights quickly and passionately, always engaging people towards goals. I have a great potential for helping make true the dreams of a group of people.
- I listen and respond constructively to other team members' ideas.
- I offer support for others' ideas and proposals.
- I am open with other team members about my concerns.
- I reinforce team members for their contributions.
- I provide assistance to others when they need it.
- I work for solutions that all team members can support.
- I ensure that all team members are treated fairly.
- I recognize and encourage the behaviors that contribute to teamwork.
- I find out others' opinions or feelings.
- I build competencies across the board.
- I accept occasional failures.
- I support and accept others' good ideas.
- I draw out silent members, ensure listening and balanced discussion, intervene with members who are trying to dominate.
- I select individuals, assign new or alternative roles, promote talented people.
- I gauge a person's competence and commitment to know how to flex your one-to-one behaviour and then choose a suitable approach.
- I bring new talented individuals into the group or wider organization.
- I confer privately on sensitive issues that you cannot address in a public forum.
- I agree personal growth priorities and actions.
- I help directly through coaching or mentoring.
- I discover what motivates each individual, their inner challenges, unspoken thoughts, learning and feelings.
- I praise, affirm, build confidence and show I have noticed individuals' contributions.
- I notice and intercede with those who find their role frustrating or are demotivating colleagues.
- I spot rising talent.
- I watch and learn my impact on individuals (how they perceive and respond to me).

I give effective feedback - one of the most difficult skills of all and crucial if colleagues are to engage honestly and effectively without avoiding helpful conflict of opinion.
I identify and test assumptions about - and psychological projections on to - the other person.

Quote

"If one is lucky, a solitary fantasy can totally transform one million realities." Maya Angelou
"When I give a minister an order, I leave it to him to find the means to carry it out." Napoleon Bonaparte
"Leadership is the capacity to translate vision into reality." Warren Bennis
"Leadership is solving problems. The day soldiers stop bringing you their problems is the day you have stopped leading them. They have either lost confidence that you can help or concluded you do not care. Either case is a failure of leadership." Colin Powell
"A true leader has the confidence to stand alone, the courage to make tough decisions, and the compassion to listen to the needs of others. He does not set out to be a leader, but becomes one by the equality of his actions and the integrity of his intent." Douglas MacArthur
"The greatest leaders mobilize others by coalescing people around a shared vision." Ken Blanchard
"If you want to make enemies, try to change something." Woodrow Wilson
"The art of leadership is saying no, not saying yes. It is very easy to say yes." Tony Blair
"Never give an order that can't be obeyed." General Douglas MacArthur
"What you do has far greater impact than what you say." Stephen Covey
"Leaders aren't born, they are made. And they are made just like anything else, through hard work. And that's the price we'll have to pay to achieve that goal, or any goal." Vince Lombardi
"Nothing is so painful to the human mind as a great and sudden change." Mary Shelley
"Lead me, follow me, or get out of my way." General George Patton
"He who has learned how to obey will know how to command." Solon
"Earn your leadership every day." Michael Jordan
"Leadership is influence." John C. Maxwell
"Outstanding leaders go out of their way to boost the self-esteem of their personnel. If people believe in themselves, it's amazing what they can accomplish." Sam Walton
"It is better to lead from behind and to put others in front, especially when you celebrate victory when nice things occur. You take the front line when there is danger. Then people will appreciate your leadership." Nelson Mandela
"The growth and development of people is the highest calling of leadership." Harvey Firestone
"I must follow the people. Am I not their leader?" Benjamin Disraeli
"If your actions inspire others to dream more, learn more, do more and become more, you are a leader." John Quincy Adams
"Leadership is unlocking people's potential to become better." Bill Bradley
"Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others." Jack Welch
"Never doubt that a small group of thoughtful, concerned citizens can change world. Indeed it is the only thing that ever has." Margaret Mead
"To command is to serve, nothing more and nothing less." Andre Malraux
"A great person attracts great people and knows how to hold them together." Johann Wolfgang Von Goethe
"As we look ahead into the next century, leaders will be those who empower others." Bill Gates
"One of the tests of leadership is the ability to recognize a problem before it becomes an emergency." Arnold Glasow
"The first responsibility of a leader is to define reality. The last is to say thank you. In between, the leader is a servant." Max DePree
"Leadership is the art of getting someone else to do something you want done because he wants to do it." General Dwight Eisenhower
"Effective leadership is putting first things first. Effective management is discipline, carrying it out." Stephen Covey
"Leadership is lifting a person's vision to high sights, the raising of a person's performance to a higher standard, the building of a personality beyond its normal limitations." Peter Drucker
"Effective leadership is not about making speeches or being liked; leadership is defined by results not attributes." Peter Drucker
"Leadership and learning are indispensable to each other." John F. Kennedy
"A good general not only sees the way to victory; he also knows when victory is impossible." Polybius
"True leadership lies in guiding others to success. In ensuring that everyone is performing at their best, doing the work they are pledged to do and doing it well." Bill Owens
"No one can whistle a symphony. It takes a whole orchestra to play it." H.E. Luccock

Films

Chariots of Fire
Cinderella Man
Hurricane
Million Dollar Baby
My Left Foot
Pursuit of Happyness
Rudy
Slumdog Millionaire

Superpower 5 (SP5) - Ability to Deal with Uncertainty, Diversity, and Frustration

5	Ability to Deal with Uncertainty, Diversity, and Frustration	5.1.) Intellectual Flexibility 5.2.) Easiness with Complexity 5.3.) Resilience 5.4.) Diversity Management 5.5.) Personal Accountability 5.6.) Courage 5.7.) Group Stress Management 5.8.) Open-mindedness
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Individual with a HIGH level of “Ability to Deal with Uncertainty, Diversity and Frustration” would strongly endorse such statements as THESE

5.1.) Intellectual Flexibility

Thomas’s thesis: I always face diversity and uncertainty with great confidence to accumulate knowledge continually. I have the ability to address diversity without taking them personally, something that has always resulted in deeper learning. In order to learn to make better decisions, you have to appreciate the complexity of human nature.

I have a realistic sense of the need to struggle with complex questions over an extended time to achieve understanding or insight.

I can tell apart personal from professional values when I am faced with a situation of conflict.

I welcome different systems of thought, distinguishing and evaluating my assumptions, implications, and realistic consequences.

I accept that ideas considered hazardous or absurd can be rationally justified and that conclusions and beliefs instilled in us can be false or ambiguous.

Instead of automatically accepting principles presented, I build principles of thought and action.

I feel more comfortable with doubts than with answers.

I am able to see the merits of perspectives other than my own.

I am always ready to take back my view if it is not properly supported by evidence.

I always search actively for evidence against my favored belief, plans or goals, and I weigh such evidence fairly when it is available.

Belief should always be revised in response to new evidence.

I like to understand and test the assumptions behind what I believe.

I have the willingness to search actively for evidence against my favored belief, plans or goals, and to weigh such evidence fairly when it is available.

I like to understand the assumptions that are behind conclusions I and others have.

I demonstrate willingness to modify a strongly held position in the face of contrary evidence.

Cultural sensitivity helps me understand my own biases toward life.

5.2.) Easiness with Complexity

David’s thesis: I feel at ease with complexity. In order to understand and promote comprehensive and innovative solutions you have to appreciate complexity and ambiguity. Decisions in ambiguous settings are difficult, for all the agents involved must see and share the complexity of the phenomena analyzed.

In order to learn to make better judgments, I have to appreciate the complexity of human nature.

In order to understand and promote comprehensive and innovative solutions you have to appreciate complexity and ambiguity.

I can combine seeming opposites like being compassionately tough, stand up for self without trampling others, set strong but flexible standards.

5.3.) Resilience

Victor’s thesis: It is vision and the self-confidence that keep me going when the unexpected setbacks occur. I not only hold great confidence on the potential of my skills but also keep a clear vision of my goals in life. People who reveal great capacity for resilience are confident in their skills. It is also important to have a vision of the general direction in which we are going, the kind of life we want to lead.

I maintain effectiveness when experiencing major changes in work tasks or the work environment.

I demonstrate openness to new organizational structures, procedures, and technology.

I demonstrate openness to new organizational structures, procedures, and technology.
 I am willingness to change to meet organizational needs.
 I switch to a different strategy when an initially selected one is unsuccessful.
 I am always open and ready to suggestion on how to improve my work.
 I am very confidence in my capabilities to overcome difficulties.
 I clarify my personal ambitions, so that I can check both how important these really are to me and how far
 I am working towards what really matters to me.
 I show a vision of the general direction in which I am going, the kind of life I want to lead, and the levels
 of personal investment I want to make in different kinds of activity.
 I readily integrate changes midstream into work processes and outputs.

5.4.) Diversity Management

Sophia's thesis: Usually I am good at gathering conceptual and factual information to make my vision happen and find what is motivating to team members. Nonetheless, when the team members have different profiles from mine, I find more difficulty exercising my leadership style. When I face difficulties with people, I must learn and practice empathic listening skills - I must first understand how one thinks and feels so that I can influence him.

One skill that sets me apart from my coworkers is my ability to leverage diverse perspectives, work styles, values, and backgrounds to improve team motivation and performance.
 I deal effectively with all races, nationalities, cultures, disabilities, ages and both sexes.
 I can predict what groups will do across different situations.
 I seek the perspective of everyone involved in a group assignment.

5.5.) Personal Accountability

William's thesis: I am willing to making decisions based on calculated risks after careful thoughts. I have the courage to take bold steps and the drive to reach goals. I can deal comfortably with senior managers - I understand how senior managers think and work and can determine the best way to get things done with them by talking their language and responding to their needs.

I can deal comfortably with senior managers - I understand how senior managers think and work and can determine the best way to get things done with them by talking their language and responding to their needs.
 I can present to more senior managers without undue tension and nervousness.
 I understand how senior managers think and work - I can determine the best way to get things done with them by talking their language and responding to their needs.
 I am adaptable when facing tough calls.
 I am not upset when things are up in the air.
 I can comfortably handle uncertainty.
 Sometimes I have the ability to suspend judgment and stay happy with gray zones.

5.6.) Courage

Igor's thesis: I enjoy learning from practical situations, getting my hands dirty, and having people working by my side. If people are different from me, I will learn even more. I like to accumulate experiences that are rich in diversity. I am at my best when responding to crises and when I know there is an opportunity to cause impact on others. I am good at dealing with "difficult people" - my golden rule for interacting with people is to separate the behavior from the person. I look for a positive aspect in their unwanted behavior. I also consider their needs - people behave unreasonably when their needs are not met.

I can change tactics midstream when something isn't working.
 I actively seek out and consider input from appropriate sources before making decisions.
 I am able to ask for what I need.
 I express my feelings in an appropriate way without violating anybody else's rights.
 I am assertive without feeling guilty.
 I weigh up, realistically, whether it is appropriate to stand up for my rights and interests in the situation.
 I make effective decisions and achieve desired results in the midst of major changes in responsibilities, work.
 I can be counted on when times are tough.
 I am comfortable working alone on a tough assignment.
 I always state my feelings clearly and simply so that the other person knows how I feel.
 I always acknowledge my own feelings.

5.7.) Group Stress Management

Marcus's thesis: Open-mindedness towards different helps me understand how stereotypes or biases can undermine personal or professional relationships. I actively engage people in democratic decision making and in efforts related to their values of promoting growth and well-being. I like to be involved in situations where emotional context is the lever for problem solving. I feel proud when I can solve a problem due to my capacity to connect with people. To be the catalyst that energizes the team with enthusiasm, I seek consensus through cooperation.

I maintain a sense of humor under difficult circumstances.

I am good at dealing with "difficult people" - my golden rule for interacting with people is to separate the behavior from the person.

I look for a positive aspect in people unwanted behavior.

I am good at reconciling differences among team members to keep team functioning optimally.

When I deal with difficult people, I try to state indisputable facts rather than get into an entangled argument, focus on statements of fact.

When I deal with difficult people, I always offer positive solutions.

When I deal with difficult people, I always look for characteristics about the person that I can genuinely appreciate.

When I deal with difficult people, I always listen to what they are communicating, and let them know I have heard.

When dealing with a difficult person, I am always prepared to negotiate a reasonable compromise or to find a 'bridge' - even if I feel the other person should be taking the initiative.

5.8.) Open-mindedness

Laura's thesis: I like to be involved and surrounded by people. And you know, whenever there are gathering of people, there will be a lot of problems I actively engage people in democratic decision making and in efforts related to their values of promoting growth and well-being. I like to be involved in situations where emotional context is the lever for problem solving. The following story reveals my taste for being responsible for a group.

Open-mindedness towards different helps me understand how stereotypes or biases can undermine personal or professional relationships.

I struggle to integrate all known pertinent information and insight into my thinking and action, regardless of the social condition of the source.

Being open to new ideas allows me to seek and use the insights of others to make progress.

I hire variety and diversity without regard to class, genre or race.

Quotes

"It is not the strongest or the most intelligent who will survive but those who can best manage change." Charles Darwin

"Be infinitely flexible and constantly amazed." Jason Kravitz

"A guarantee in this life: Change! Flexibility is better than predictability!" Evinda Lepins

"Most of life is a matter of nonessential differences." Duane Elmer

"It is not balance you need but adaptability." Erwin Raphael McManus

"Adaptability is about the powerful difference between adapting to cope and adapting to win." Max McKeown

"Neurosis is the inability to tolerate ambiguity." Sigmund Freud

"Be patient toward all that is unsolved in your heart and try to love the questions themselves." Rainer Maria Rilke

"The greater the ambiguity, the greater the pleasure." Milan Kundera

"The ideal art, the noblest of art: working with the complexities of life, refusing to simplify, to 'overcome' doubt." Joyce Carol Oates

"The creative person is willing to live with ambiguity. He doesn't need problems solved immediately and can afford to wait for the right ideas." Abe Tannenbaum

"Intolerance of ambiguity is the mark of an authoritarian personality." Theodor W. Adorno

"On the road from the City of Skepticism, I had to pass through the Valley of Ambiguity." Adam Smith

"The mistake is thinking that there can be an antidote to the uncertainty." David Levithan

"As far as the laws of mathematics refer to reality, they are not certain; and as far as they are certain, they do not refer to reality." Albert Einstein

"A solid answer to everything is not necessary. Blurry concepts influence one to focus, but postulated clarity influences arrogance." Criss Jami

“Although our intellect always longs for clarity and certainty, our nature often finds uncertainty fascinating.” Carl von Clausewitz

“Questioning anything within doubt, will just bring mind to no certainty.” Toba Beta

“Having all the answers just means you've been asking boring questions.” Joey Comeau

“Be true to your divided selves. They're the only ones who will support you in moments of vacillation.” Bauvard

“Diversity: the art of thinking independently together.” Malcolm Forbes

“The whole idea of a stereotype is to simplify. Instead of going through the problem of all this great diversity - that it's this or maybe that - you have just one large statement; it is this.” Chinua Achebe

“Do I contradict myself? Very well, then I contradict myself. I am large; I contain multitudes.” Walt Whitman

“It is not our differences that divide us. It is our inability to recognize, accept, and celebrate those differences.” Audre Lorde

“When we lose the right to be different, we lose the privilege to be free.” Charles Evan Hughes

“To effectively communicate, we must realize that we are all different in the way we perceive the world and use this understanding as a guide to our communication with others.” Tony Robbins

“Differences challenge assumptions.” Anne Wilson Schaef

“The surest way to corrupt a youth is to instruct him to hold in higher esteem those who think alike than those who think differently.” Friedrich Nietzsche

“For those who have seen the Earth from space, and for the hundreds and perhaps thousands more who will, the experience most certainly changes your perspective. The things that we share in our world are far more valuable than those which divide us.” Donald Williams

“Always remember that you are absolutely unique. Just like everyone else.” Margaret Mead

“It were not best that we should all think alike; it is difference of opinion that makes horse races.” Mark Twain

“Diversity is the one true thing we all have in common. Celebrate it every day.” Unknown

“It is easy enough to be friendly to one's friends. But to befriend the one who regards himself as your enemy is the quintessence of true religion. The other is mere business.” Mohandas K. Gandhi

“Uniformity is not nature's way; diversity is nature's way.” Vandana Shiva

“I am not an Athenian, nor a Greek, but a citizen of the world.” Socrates

“The oneness of human beings is the basic ethical thread that holds us together.” Muhammad Yunus

“Being able to embrace contradictions is a sign of intelligence. Or insanity.” Richard Kadrey

“Vulnerability is the birthplace of innovation, creativity and change.” Brené Brown

“Nothing is more dangerous than a dogmatic worldview - nothing more constraining, more blinding to innovation, more destructive of openness to novelty.” Stephen Jay Gould

“A mind is like a parachute. It doesn't work if it is not open.” Frank Zappa

“It is a narrow mind which cannot look at a subject from various points of view.” George Eliot

“If someone is able to show me that what I think or do is not right, I will happily change, for I seek the truth, by which no one was ever truly harmed. It is the person who continues in his self-deception and ignorance who is harmed.” Marcus Aurelius

“It is never too late to give up your prejudices.” Henry David Thoreau

“Begin challenging your own assumptions. Your assumptions are your windows on the world. Scrub them off every once in awhile, or the light won't come in.” Alan Alda

“The mind that opens to a new idea never returns to its original size.” Albert Einstein

“Travel is fatal to prejudice, bigotry, and narrow-mindedness.” Mark Twain

“They are ill discoverers that think there is no land when they can see nothing but sea.” Francis Bacon

“Flexibility requires an open mind and a welcoming of new alternatives.” Deborah Day

“It does take great maturity to understand that the opinion we are arguing for is merely the hypothesis we favor, necessarily imperfect, probably transitory, which only very limited minds can declare to be a certainty or a truth.” Milan Kundera

“The thing is, it's very dangerous to have a fixed idea. A person with a fixed idea will always find some way of convincing himself in the end that he is right.” Atle Selberg

“An open mind is not an end in itself but a means to the end of finding truth.” Peter Kreeft

“It's not about whether or not someone is a bigot, but whether or not the argument which that someone is arguing is worth being a bigot about.” Criss Jami

“I am too much of a skeptic to deny the possibility of anything...” Thomas Henry Huxley

“I would never die for my beliefs because I might be wrong.” Bertrand Russell

“I think we ought always to entertain our opinions with some measure of doubt. I shouldn't wish people dogmatically to believe any philosophy, not even mine.” Bertrand Russell

“I force myself to contradict myself in order to avoid conforming to my own taste.” Marcel Duchamp

“I don't think I am any good. If I thought I was any good, I wouldn't be.” John Betjman

“The essence of the independent mind lies not in what it thinks, but in how it thinks.” Christopher Hitchen

“If there's something you really want to believe, that's what you should question the most.” Penn Jillette

Films

And Justice for All

Cars

Crash

Crying Game

Do the Right Thing

Eat, Drink, Man, Woman

Erin Brockovich

Gran Torino

Guess Who's Coming to Dinner

Hero

Malcolm X

Milk

Mississippi Burning

Persepolis

Rango

Red Cliff

Remember the Titans

Scent of a Woman

Schindler's List

The Color Purple

The Great Debaters

To Kill a Mockingbird

Wall Street

Superpower 6 (SP6) - Courage to Question the Status Quo

6	Courage to Question the Status Quo	6.1.) Critical Thinking 6.2.) Intellectual Courage 6.3.) Organizational Agility 6.4.) Political Savvy 6.5.) Empowerment 6.6.) Change Enablement 6.7.) Conflict Management 6.8.) Emotional/Social Intelligence
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Individual with a HIGH level of strength “Courage to Question the Status Quo” would strongly endorse such statements as THESES

6.1.) Critical Thinking

Thomas’s thesis: My energy is motivated to initiate a change when I observe inconsistency of thought. I draw pleasure from trying to change the way people think. Confident in my critical/analytical reasoning, I will invest whatever energy is necessary to encourage, support, and organize efforts related to a new way of thinking a phenomenon.

I like to build the capacity for inquiry among people around me.

I encourage others to question established work processes or assumptions and challenges them to ask "why" until cause is discovered.

I honestly admit discrepancies and inconsistencies in my own thought and action.

I have confidence in reason - my good reasoning is the fundamental criterion by which I judge whether to accept or reject any change.

I expose the egocentric roots of my own thinking to close scrutiny.

I know how to raise my thinking to conscious examination, enabling me to free myself from many of the traps of undisciplined mind.

I know how to govern the thoughts that govern me.

I have the need to be true to my own thinking and to hold myself to the same standards one expects others to meet.

Instead of just accepting others’ beliefs, I seek to figure things out first.

I am aware of the need to face and fairly address ideas, beliefs, or views toward which we have strong negative emotions and to which we have not given serious hearing.

I enjoy reaching my own conclusions through my own rationale.

6.2.) Intellectual Courage

David’s thesis: I am bold enough to question what others have often taken for granted. I fight the “mob mentality” - I can challenge the beliefs collectively held by co-workers. Confident that my vision and mission are important, I will invest whatever energy is necessary to encourage, support, and organize efforts related to that vision.

I think through situations and issues for myself and I reject unjustified authorities while recognizing the contributions of reasonable authority.

I have the disposition to work my way through intellectual complexities despite the frustration inherent in the task.

I discard unfounded authorities.

I welcome different systems of thought, distinguishing and evaluating your assumptions, implications, and realistic consequences.

6.3.) Organizational Agility

Victor’s thesis: I am knowledgeable about how organizations work. I know how to get things done through both formal channels and informal network. I understand the origin and reasoning behind policies, practices, and procedures - I understand the cultures of organizations. The goal for initiating a change is to find a tangible way to align resources for maximum ease, comfort, and functioning. I feel motivated to be creative or initiate a change when others call me to help them pave the road to excellence. The following story reveals my way of questioning the status quo.

I establish structures and processes to plan and manage the orderly implementation of change.

I assess situational forces that are promoting or inhibiting an idea for change.
I create systems for developing inexpensive, fast-turnaround experiments that keep you close to the market and close to my clients.
I make timely, effective decisions based on available information and sound decision-making techniques.
I propose change initiatives required to address current business needs.

6.4.) Political Savvy

Sophia's thesis: Change energizes me. Known for my ability to communicate well-defined tasks and realistic expectations, I am often masterful at pragmatically acting to change my surround. I am good at providing tactical prioritizing, especially when responding to crises or new opportunities. In order to question the status quo, I need to understand human behavior and break resistance by showing that the benefits of a group extend to each member. The following story reveals my way of questioning the status quo.

I help employees to develop a clear understanding of what they will need to do differently, as a result of changes in the organization.
I initiate, sponsor, and implement organizational change.
I involve appropriate parties in changes.
I encourage subordinates to come up with innovative solutions.
I help team members manage the anxiety associated with significant change.
I define objectives and strategies to meet customer requirements and organizational goals and objectives.
I view corporate politics as a necessary part of organizational life and works to adjust to that reality.

6.5.) Empowerment

William's thesis: Part of a leader's job is to inspire the people to push themselves. To do this, I can see no shortcut: You must show them the way by doing it yourself. When you lead by example, you create a picture of what is possible. People can look at you and say, "Well, if he can do it, I can do it." I draw pleasure from trying to change the way people think or act. I have an engaging, winning style that attracts others. I am good at providing tactical prioritizing, especially when responding to crises or new opportunities.

I deal firmly and promptly with organizational performance problems by working with staff to diagnose problems, develop solutions, and monitor progress while keeping upper level management informed about changes being made.
I am good at steadfastly pushing others for results.
I have always been known for my ability to push tasks and decisions down.
I don't have a problem announcing the bad news.
I truly push the envelope.
I am willing to speak up to the right person or group at the right time, when I disagree with a decision or strategy.
I control my response when criticized, attacked or provoked.
I empower myself and others by challenging, confronting, and even taking an opposing point of view to enhance each individual's contribution to the end result.
I am bold enough to question what others have often taken for granted.
I know opportunities don't last so they push for action.
I evaluate change efforts over time and develop new strategies for renewing or deepening the change.
I clearly assign responsibility for tasks and decisions.
I am willingness to act against the way things have traditionally been done when tradition impedes change.
I facilitate the institutionalization of change initiatives.
I am good at providing tactical prioritizing, especially when responding to crises or new opportunities.
I take charge of a group when it is necessary to facilitate change, overcome an impasse, face issues, or ensure that decisions are made.
I consistently fulfill and hold others responsible for commitments.
I push people to accept developmental moves.
I anticipate where the land mines are and plan my approach accordingly.

6.6.) Change Enablement

Igor's thesis: Instead of just accepting others' beliefs, I seek to figure things out first. I discard unfounded authorities. I welcome different systems of thought, distinguishing and evaluating your assumptions, implications, and realistic consequences. I am cool-under-pressure. The following story reveals my way of questioning the status quo.

I support decision-making and accountability at the lowest appropriate level.
 I make tough decisions (e.g., closing a facility, reducing staff, accepting or rejecting a high-stakes deal).
 I take independent action to change the direction of events.
 I pick up on the need to change personal, interpersonal, and managerial behavior quickly.
 I fight the 'accepted ways to get things done'.
 I act as a champion for change.
 I maintain self-control when personally criticized (vs. criticizing ideas), verbally attacked or provoked.
 I approach challenging tasks with a "can-do" attitude.
 I make decisions in a timely manner, sometimes with incomplete information and under tight deadlines and pressure.
 I evaluate the risks associated with each alternative before making a decision.
 I weigh the costs, benefits, risks, and chances for success, in making a decision.
 I am cool-under-pressure.
 I actually like working in a fast-paced environment where there is a need to take risks.
 I am known for taking emotional or physical risks.
 One skill that I take pride in is my ability to not act fearful with a minimum of planning.
 I identify what needs to be done and takes action before being asked or the situation requires it.
 I influence through doing rather than telling and are guided in their actions by the values of pragmatic cooperation.
 Known for an attitude of "stick-to-itiveness" (the quality that allows someone to continue trying to do something even though it is difficult or unpleasant), I confidently direct action toward stated outcomes.
 I am masterfully pragmatic in difficult and tense situations and I am more energized by emergent circumstances than day-to-day routines.
 I display an appropriate level of confidence and self-assurance when dealing with people.
 I make decisions in a timely manner, sometimes with incomplete information and under tight deadlines and pressure.
 I am not fearful of acting with a minimum of planning.
 I like to learn from those who have been there before; easy to challenge and develop.
 I take unpopular stands if necessary.
 I encourage direct and tough debate but isn't afraid to end it and move on.
 I am looked to for direction in a crisis.
 I face adversity head on.
 I do not become defensive or irritated when times are tough.
 I can be counted on to hold things together during tough times.
 I am not knocked off balance by the unexpected.
 I do not show frustration when resisted or blocked.
 I step up to conflicts, seeing them as opportunities.
 I deal with problem direct reports firmly and in a timely manner.
 I do not hold back anything that needs to be said.
 I am not afraid to take negative action when necessary.
 I have always been known for my ability to push tasks and decisions down.
 I make decisions in a timely manner, sometimes with incomplete information and under tight deadlines and pressure.
 I accept the ambiguity that comes with change activities.
 I am good at taking responsibility if things do not go well.
 I confront, reprimand or remove people who under-perform.

6.7.) Conflict Management

Marcus's thesis: I struggle to integrate all known pertinent information and insight into your thinking and action, regardless of the social condition of the source. I welcome different systems of thought, distinguishing and evaluating assumptions, implications, and realistic consequences.

I deal effectively with troublemakers.
 I can settle disputes equitably.
 I get great satisfaction when I can engage in verbal debates.
 I maintain a sense of humor under difficult circumstances.
 I use a win-win approach to resolving conflicts or conducting negotiations.
 I am good at clarifying my personal ambitions, so that I can check both how important these really are to me and how far I am working towards what really matters to me.
 I can find common ground and get cooperation with minimum noise.
 I do not have hidden agenda.

I recognize differences of opinion, brings them out into the open for discussion, and look for win-win solutions.

I am good at being open to criticism.

I use appropriate interpersonal styles and methods to reduce tension or conflict between two or more people.

6.8.) Emotional/Social Intelligence

Laura's thesis: It is tough to bring people together; it is tougher to bring completely different people together. When you gather two different persons to work on the same team, at first, each will pinpoint to the weakness of the other. But the strength of the alliance is to have people say "he's doing things differently from me. What can I learn from him?" The following story reveals my way of questioning the status quo.

I help others overcome resistance to change.

In order to question the status quo, I need to understand human behavior and break resistance by showing that the benefits of a group extend to each member.

I manage own behavior to prevent or reduce feelings of stress.

I identify others' concerns and objections and frames desired outcomes in terms of their interests.

I take responsibilities for mistakes or omissions.

I address perceived harm to the other person by fully acknowledging any harm done, clarifying intentions, and finding a suitable remedy that affirms the value of the relationship.

I address change resistance and show empathy with people who feel a loss as a result of change.

I have the ability to reason about my internal motivational, emotional, and, more generally, dynamic processes.

I am good at accurately assessing my own emotions, motives, and feelings.

I am good at knowing personal strengths, weaknesses, opportunities, and limits.

I am good at gaining insights from mistakes.

I am good at being receptive to talking about shortcomings.

I am good at standing up and be counted on. I am good at being counted on when times are tough.

I believe that when a target is reached, the bar must be raised. And when that target is hit, it must be raised again.

Quotes

"If you risk nothing, then you risk everything." Geena Davis

"Your time is limited, so don't waste it living someone else's life. Don't be trapped by dogma - which is living with the results of other people's thinking. Don't let the noise of others' opinions drown out your own inner voice. And most important, have the courage to follow your heart and intuition." Steve Jobs

"Clear thinking requires courage rather than intelligence." Thomas Szasz

"Nothing in life is to be feared. It is only to be understood." Marie Curie

"The most courageous act is still to think for yourself. Aloud." Coco Chanel

"All our dreams can come true, if we have the courage to pursue them." Walt Disney

"Success is not final, failure is not fatal: it is the courage to continue that counts." Winston Churchill

"Courage is not simply one of the virtues, but the form of every virtue at the testing point."

C. S. Lewis

"Courage is what it takes to stand up and speak; courage is also what it takes to sit down and listen."

Winston Churchill

"Courage is resistance to fear, mastery of fear, not absence of fear." Mark Twain

"One man with courage is a majority." Thomas Jefferson

"Wisdom, compassion, and courage are the three universally recognized moral qualities of men."

Confucius

"Courage is rightly esteemed the first of human qualities... because it is the quality which guarantees all others." Winston Churchill

"You don't develop courage by being happy in your relationships everyday. You develop it by surviving difficult times and challenging adversity." Epicurus

"Courage is the art of being the only one who knows you're scared to death." Earl Wilson

"Learning is not the accumulation of knowledge, but rather, one thing only: understanding." Donna Jo Napoli

"Knowledge without courage is sterile." Baltasar Gracián

"A ship is safe in harbor, but that's not what ships are for." William G.T. Shedd

"If you don't take risks, you'll have a wasted soul." Drew Barrymore

"Man cannot discover new oceans unless he has the courage to lose sight of the shore." Andre Gide

"Never was anything great achieved without danger." Niccolò Machiavelli
 "Fortune sides with him who dares." Virgil
 "There is no discovery without risk and what you risk reveals what you value." Jeanette Winterson
 "Risk comes from not knowing what you're doing." Warren Buffett
 "To win without risk is to triumph without glory." Pierre Corneille
 "To take that risk, to offer life and remain alive, open yourself like this and become whole." Margaret Atwood
 "If you want a guarantee, buy a toaster." Clint Eastwood
 "Never go into venture capital if you want a peaceful life." Georges F. Doriot
 "Whenever you see a successful business, someone once made a courageous decision." Peter F. Drucker
 "Status quos are made to be broken." Ray Davis
 "When something really bad is going on in a culture, the average guy doesn't see it. He can't. He's average. And is surrounded by and immersed in the cant and discourse of the status quo." George Saunders
 "The riskiest thing we can do is just maintain the status quo." Bob Iger
 "Status quo, you know, is Latin for 'the mess we're in.'" Ronald Reagan
 "I'm not interested in preserving the status quo; I want to overthrow it." Niccolo Machiavelli
 "The manager accepts the status quo; the leader challenges it." Warren G. Bennis
 "People who demand neutrality in any situation are usually not neutral but in favor of the status quo." Max Eastman
 "Whoever has an original thing to say, it is sort of a threat to the status quo." Steve Lacy
 "Great leaders understand that historical success tends to produce stable and inwardly focused organizations, and these outfits, in turn, reinforce a feeling of contentment with the status quo." John P. Kotter
 "Never rebel for the sake of rebelling, but always rebel for the sake of truth." Criss Jami
 "Dogmatism is the greatest of mental obstacles to human happiness." Bertrand Russell
 "Others have seen what is and asked why. I have seen what could be and asked why not." Pablo Picasso
 "The conventional view serves to protect us from the painful job of thinking." John Kenneth Galbraith
 "Where all think alike, no one thinks very much." Walter Lippmann
 "One of the most important things one can do in life is to brutally question every single thing you are taught." Bryant McGill
 "It is the rare fortune of these days that one may think what one likes and say what one thinks." Tacitus
 "It is clear that thought is not free if the profession of certain opinions makes it impossible to earn a living." Bertrand Russell
 "Ignorance more frequently begets confidence than does knowledge: it is those who know little, not those who know much, who so positively assert that this or that problem will never be solved by science." Charles Darwin
 "There is no shame in not knowing. The problem arises when irrational thought and attendant behavior fill the vacuum left by ignorance." Neil deGrasse Tyson
 "You are what you do, not what you say you'll do." Jung
 "When in Rome, do as the Romans do." Common proverb
 "The better is the greatest enemy of the good." French proverb
 "Action eradicates fear. No matter what you fear, positive, self-affirming action can diminish or completely cancel that which you are fearful of." Mark Victor Hansen
 "Everyone who's ever taken a shower has an idea. It's the person who gets out of the shower, dries off, and does something about it that makes a difference." Nolan Bushnell
 "Act with purpose, courage, confidence, competence and intelligence until these qualities 'lock in' to your subconscious mind." Brian Tracy
 "Take action every day - some small dose at a time." Jeffrey Gitomer
 "List 20 things you are going to do in the next 30 days to fast-start your sales career. Then take action on at least one of them." Brian Tracy
 "The most drastic and usually the most effective remedy for fear is direct action." William Burnham
 "The path to success is to take massive, determined action." Anthony Robbins
 "Nothing will work unless you do." John Wooden
 "One of the marks of superior people is that they are action-oriented. One of the marks of average people is that they are talk-oriented." Brian Tracy
 "The future depends on what you do today." Mahatma Gandhi
 "Whatever you do will be insignificant, but it is very important that you do it." Mahatma Gandhi
 "Never confuse movement with action." Ernest Hemingway
 "Action expresses priorities." Mahatma Gandhi
 "It's the action, not the fruit of the action, that's important. You have to do the right thing. It may not be in your power, may not be in your time, that there'll be any fruit. But that doesn't mean you stop doing

the right thing. You may never know what results come from your action. But if you do nothing, there will be no result." Mahatma Gandhi

"Action may not always bring happiness, but there is no happiness without action." William James

"In the end, people should be judged by their actions, since in the end, it was actions that defined everyone." Nicholas Sparks

"Often the hands will solve a mystery that the intellect has struggled with in vain." C.G. Jung

"The man of thought who will not act is ineffective; the man of action who will not think is dangerous." Richard M. Nixon

"True life is lived when tiny changes occur." Leo Tolstoy

"Become a student of change. It is the only thing that will remain constant." Anthony J. D'Angelo

"He who rejects change is the architect of decay. The only human institution which rejects progress is the cemetery." Harold Wilson

"To change one's life: 1. Start immediately. 2. Do it flamboyantly. 3. No exceptions." William James

"You don't lead by pointing and telling people some place to go. You lead by going to that place and making a case." Ken Kesey

"Things do not change; we change." Henry David Thoreau

"If you want to change attitudes, start with a change in behavior." Katharine Hepburn

"Taking a new step, uttering a new word, is what people fear most." Fyodor Dostoyevsky

"Leaders must be close enough to relate to others, but far enough ahead to motivate them." John C. Maxwell

"It is never too late to be who you might have been." George Eliot

"Everyone thinks of changing the world, but no one thinks of changing himself." Leo Tolstoy

"When we are no longer able to change a situation, we are challenged to change ourselves." Victor Frankl

7	Aptitude to Communicate	7.1.) Idea Generation 7.2.) Design Thinking 7.3.) Oral/Written Presentation 7.4.) Knowledge Management 7.5.) Accountability 7.6.) Persuasion 7.7.) Motivation 7.8.) Rapport Creation
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Individual with a HIGH level of “Aptitude to Communicate” would strongly endorse such statements as THESES

7.1.) Idea Generation

Thomas’s thesis: I draw pleasure from trying to change the way people think. My energy is motivated to initiate a change when I observe inconsistency of thought or action. When I try to convince people, I always try to devise a strategy, give structure, and establish plans to reach distant goals dictated by a strong vision of what is needed in the long run.

I present several different arguments in support of a position.

I am able to accurately reconstruct the viewpoints and reasoning of others and to reason from premises, assumptions, and ideas others than my own.

I am good at participating in verbal debates.

I organize ideas clearly and express ideas concisely in oral speech.

7.2.) Design Thinking

David’s thesis: I have broad understanding of issues related to the cognitive, cultural, technological and economic contexts for design a solution. I am good at creating and developing alternative ways like visual response to communication problems. Knowledge arises naturally from experience making it easier to understand, remember and apply. When I communicate, I try to provide my team with a motivating, engaging, learning experience.

7.3.) Oral/Written Presentation

Victor’s thesis: I am concrete and precise in my speech. I tend to give sufficient information, especially about the steps involved in doing something. I am able to write and speak clearly and succinctly in a variety of communication settings and styles.

I use language and examples that speak to the issues, experience and organizational level of the audience.

I develop and deliver communications (both oral and written) that have clarity and impact.

I use appropriate writing style consistent with organizational guidelines and norms.

I use appropriate grammar and choice of words in oral speech.

I summarize or paraphrase my understanding of what others have said to verify understanding and prevent miscommunication.

I tailor the content of speech to the level and experience of the audience.

7.4.) Knowledge Management

Sophia’s thesis: I draw enormous pleasure from placing an idea in someone else’s mind. I am a highly successful negotiator and promoter. I will easily and quite effortlessly push all limits to achieve the desired outcome. I constantly review and reset desired goals and objectives in all areas. I like the excitement and challenging of negotiating, selling, and making deals, arbitrating.

I ask clarifying questions when understanding is incomplete to assure the team of the commitment to understanding what was said.

I keep project manager informed about progress and problems.

I command attention and can manage group process during a presentation.

I ensure that others involved in a project or effort are kept informed about developments and plans.

I ensure that important information from my management is shared with my employees and others as appropriate.

I share ideas and information with others who might find them useful.
I collaborate across internal and external agency boundaries to meet common objectives.
I keep support areas like budget and HR informed of program priorities, needs, and issues, in pursuit of responsive service.
Through proper communication, I ensure integration and cooperation across teams.
I actively promote information and best practice sharing across boundaries.
I actively negotiate with key stakeholders and functional counterparts to obtain required resources.
I consistently support a vision of the organization that inspires and aligns the team members.
I build broad buy-in for vision and strategies with team members.

7.5.) Accountability

William's thesis: My talents lie in persuading others to make things happen. I have an engaging, winning style that others are drawn to. My leadership style is characterized by action-oriented, pragmatic risk taking. I motivate individual and group commitment toward key objectives by establishing clear, aligned goals, measurements and accountabilities. I display an appropriate level of confidence and self-assurance when dealing with people. I draw enormous pleasure from placing an idea in someone else's mind.

I ensure that regular, consistent communication takes place within area of responsibility.
I like to try to convince people to leave their comfort zones.
I am effective both inside and outside the organization, on both cool data and hot and controversial topics.
I identify and target efforts to influence the real decision makers and those who can influence me.
I tend to communicate urgency to improve whatever is in front of me.
I offer tradeoffs or exchanges to gain commitment.

7.6.) Persuasion

Igor's thesis: Known for my ability to communicate well-defined tasks and realistic expectations, I am often masterful at structuring the issues and pragmatically acting to solve them. I have an engaging, winning style that attracts others. I draw enormous pleasure from placing an idea in someone else's mind. I like to try to convince people to leave their comfort zones.

I persist in seeking understanding despite obstacles.
During negotiations, I always invite both sides to discuss our objectives and the possible outcomes. This will enable me to see where there is room for manoeuvre. There will be a range of items that are not negotiable. It can take a lot of energy to try to alter the "nonnegotiable."
I avoid 'hard sell' approaches.
During negotiation sessions with clients, I mirror their body language.
During negotiation sessions with clients, I let them know I have been listening to what they said as I keep referring to their objectives and interests, identifying how my proposal goes some way towards achieving these.
During negotiation sessions with clients, I stay calm, even if I am not getting what I want.
I do not 'burn your bridges' by walking out or giving ultimatums.
I gain other parties' trust quickly during negotiations.
I know how to arrive at a good compromise.
I like the excitement and challenging of negotiating, selling, and making deals, arbitrating.

7.7.) Motivation

Marcus's thesis: As a master at making connections between events, people, and situations, I communicate insights quickly and passionately, always engaging people towards my goals. I am adept conversationalist and speak with wit and play on words. I use these observations to debate either side of an issue, sometimes even as opponent to my own position. I am good at convincing others of my point of view.

I identify and integrate critical themes related to work environment changes into the organization's vision.
I am effective in a variety of formal presentation settings: one-on-one, small and large groups, with peers, direct reports, and bosses.
I am adept conversationalist and speak with wit and play on words.
I can win concessions without damaging relationships.
I identify and promptly tackle morale problems.
I can negotiate skillfully in tough situations with both internal and external groups.
I give talks or presentations that energize groups.

I have a talent for grasping profound significance, revealing truths, and motivating others.
 My leadership style is characterized as passionate about causes, values, and ideals.
 I communicate a compelling and inspired vision or sense of core purpose.
 I gain trust quickly of other parties to the negotiations.
 I generate and leverage "win-win" strategies to gain support from others outside the team for key goals.
 I am open about personal beliefs and feelings.
 I communicate a clear, vivid and relevant description or picture of where the organization should be 3, 5 or 10 years out.
 I express the vision in a way that resonates with others as demonstrated by their words and actions.
 I influence others to translate vision to action.
 I make and meet commitments that contribute to addressing the other person's interests, needs, and concerns.
 I use the "informal" organization to obtain information or accomplish something when the formal organization can't meet the need, without creating problems with the formal organization.

7.8.) Rapport Creation

Laura's thesis: I have the ability to see the world through the eyes of others, to share and understand their feelings, needs, concerns and/or emotional state. When I try to convince someone, I always recall what Dale Carnegie taught us: "When dealing with people, remember you are not dealing with creatures of logic, but with creatures of emotion." I value approval of others and positive feedbacks motivate me.

I am aware of the need to put myself in the place of others so as to genuinely understand them.
 I develop and maintain positive relationships by adapting to others' beliefs and needs.
 I am able to accept, publicly, responsibility for my own part in interactions that go wrong.
 I am skilled at offering constructive criticism to others.
 I am able to take negative criticism well.
 I keep communication channels open to make the best of a situation.
 I respond to statements and comments of others in a way that reflects understanding of the content of what was said and the accompanying emotion expressed.
 I am easy to get to know for those who interact with me regularly.
 Masterful at making connections between events, people, and situations, I communicate insights quickly and passionately.
 I take a personal interest in others (e.g., by asking about their concerns, interests, family, friends, hobbies) to develop relationships.
 My relationships are about getting involved at a personal, empathic level.
 I tend to be great at people skills-listening, facilitating, training, motivating, recruiting, counseling, and understanding others' perspectives.
 I have the patience to hear people out.
 I accurately assess the interpersonal styles and cues of others (e.g., verbal and non-verbal).

Quotes

"The single biggest problem in communication is the illusion that it has taken place." George Bernard Shaw
 "The most important thing in communication is to hear what isn't being said." Peter F. Drucker
 "The reason for evil in the world is that people are not able to tell their stories." C.G. Jung
 "The biggest lesson I've learned by living abroad for the last four years is the importance of communication." Hidetoshi Nakata
 "Think like a wise man but communicate in the language of the people." W.B. Yeats
 "Electric communication will never be a substitute for the face of someone who with their soul encourages another person to be brave and true." Charles Dickens
 "If all my possessions were taken from me with one exception, I would choose to keep the power of communication, for by it I would soon regain all the rest." Daniel Webster
 "But behavior in the human being is sometimes a defense, a way of concealing motives and thoughts, as language can be a way of hiding your thoughts and preventing communication." Abraham Maslow
 "Communication is depositing a part of yourself in another person." Unknown
 "The key to conversation at work is flexibility and understanding how what you say might be perceived by others." Deborah Tannen
 "You can have brilliant ideas, but if you can't get them across, your ideas won't get you anywhere." Dale Carnegie
 "You can make more friends in two months by becoming interested in other people than you can in two years by trying to get other people interested in you." William Boetcker

"When people talk, listen completely. Most people never listen." Ernest Hemingway
"Seek first to understand, then to be understood." Stephen Covey
"To listen well is as powerful a means of communication and influence as to talk well." John Marshall
"Communication leads to community, that is, to understanding, intimacy and mutual valuing." Rollo May
"Trust in what you love, continue to do it, and it will take you where you need to go." Natalie Goldberg
"You may be deceived if you trust too much, but you will live in torment if you do not trust enough."
Frank Crane
"Trust yourself. Create the kind of self that you will be happy to live with all your life. Make the most of yourself by fanning the tiny, inner sparks of possibility into flames of achievement." Golda Meir
"He who does not trust enough, will not be trusted." Lao Tzu
"As soon as you trust yourself, you will know how to live." Johann Wolfgang von Goethe
"As you enter positions of trust and power, dream a little before you think." Toni Morrison
"The best way to find out if you can trust somebody is to trust them." Ernest Hemingway
"To be trusted is a greater compliment than being loved." George MacDonald
"In the end, you have to choose whether or not to trust someone." Sophie Kinsella
"The inability to open up to hope is what blocks trust, and blocked trust is the reason for blighted dreams." Elizabeth Gilbert
"Trust is the glue of life. It's the most essential ingredient in effective communication. It's the foundational principle that holds all relationships." Stephen R. Covey
"Extremists think "communication" means agreeing with them." Leo Rosten
"Do not make a counter-offer to an unrealistic offer." Dr. Jim Hennig
"In business, you don't get what you deserve, you get what you negotiate." J. Paul Getty
"Always get to know the other party. Never negotiate with a stranger." Somers White
"A miser and a liar bargain quickly." Greek Proverb
"When a man says that he approves something in principal, it means he hasn't the slightest intention of putting it in practice." Otto Von Bismarck

Films

12 Angry Men
As Good as it Gets
Catch Me If You Can
Glengarry Glen Ross
Hitch
Jerry Maguire
Lord of War
Mary and Max
My Cousin Vinny
New Police Story
The Godfather
The Negotiator
The Secret of My Success
Trading Places
Up in the Air
What Women Want

Superpower 8 (SP8) - Ability to Bring out the Best in People

8	Ability to Bring out the Best in People	8.1.) Knowledge Management 8.2.) Knowledge Management 8.3.) Accountability 8.4.) Team Building 8.5.) Ownership 8.6.) "Walking the Walk" Approach 8.7.) Inspiration 8.8.) Social Responsibility
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Individual with a HIGH level of “Ability to Bring out the Best in People” would strongly endorse such statements as THESES

8.1.) Knowledge Management

Thomas’s thesis: My professional relationships are about sharing knowledge. Aware of people’s needs, I make an effort to provide them with a conceptual framework to solve their concerns. When people around me need help, I creatively construct personal development plans. I help connect people with ideas.

I am good at helping people thinking in a better way.

I am always worried about continuous improvement on how and when the individual and my group learn - I construct compelling development plans.

8.2.) Knowledge Management

David’s thesis: My sensitivity to others is aroused when I feel the need to share knowledge. I look for people who I can play with, generate ideas and share expertise. When people around me need help, I make an effort to provide them with an innovative conceptual framework to solve their concerns.

I am good at helping people thinking in a better way.

I am always worried about continuous improvement on how and when the individual and my group learn - I construct compelling development plans.

8.3.) Accountability

Victor’s thesis: I am always worried about continuous improvement on how and when the individual and my group learn. I identify others’ concerns and objections and frames desired outcomes in terms of their interests.

I push people to accept developmental moves in which I monitor progress and results.

I support decision-making and accountability at the lowest appropriate level.

I regularly meet with employees to review their development progress.

I recognize and reinforce people’s developmental efforts and improvements.

8.4.) Team Building

Sophia’s thesis: I tend to be proactive in relationships, that is, I take the first step in defining the relationship. In order to teach, lead, and work with others to accomplish something involve understanding others’ needs, create a vision and find the exact words to inspire them. I provide recognition for achievements and competency.

I am good at making clear to team members where everyone fits in.

I am good at creating opportunities to ask team members for their opinions and I encourage them to help evolve a solution.

I pride myself on articulating the strengths and limitations of team members.

I am good at articulating how individuals can align their actions with the organization’s vision.

I am often able to organize team members so that they can work together more effectively.

I actively support the growth and expression of team members’ autonomy and unique contributions to team success.

I create a team climate that encourages the full expression and exploration of team member contributions.

I develop future leaders by being involved in the company’s mentoring program.

I conduct needs assessment and analyze for performance needs.
I encourage individual to set his/her own goals consistent with organizational goals.
I develop and use measures and rewards to hold myself and others accountable for promoting and achieving diversity in respect to women, ethnic groups, and others in hiring and utilizing and developing staff.
I acknowledge and thank people for their contributions in completing work and meeting clients' needs.
I provide new assignments and experiences to develop the employee's capability.

8.5.) Ownership

William's thesis: Practical experiences through which I can help people are sources of positive reinforcement for my future actions in the world. I grow more confident from each hands-on experience with people by my side. I am good at providing challenging and stretching tasks and assignments. I push people to accept developmental moves in which I monitor progress and results.

I am good at consistently fulfilling and holding others responsible for commitments.
I am good at creating an environment where people feel comfortable enough to take measured risks.
I am good at inviting input from each person and shares ownership and visibility.
I am good at creating opportunities to ask individuals within the group for their opinions and encourage them to help evolve a solution.
My key strength is my ability to assemble talented staffs.
I have always been known for my ability to empower others to accomplish what needs to be done by nurturing relationships and making personal appeals.
I am good at empowering others.
I provide recognition for achievements and competency.
I am good at creating a climate in which people want to do their best.
I am good at assessing each person's hot button and use it to get the best out of them.
I am good at distributing the workload appropriately.
I am able to let others make decisions and take charge.
I give people latitude to make decisions in their own sphere of work.
I am good at creating a climate in which people want to do their best.

8.6.) "Walking the Walk" Approach

Igor's thesis: Efficient leadership, as I see it, must be based on values of commitment rather than compliance from followers and associates. I tend to be easy to get along and people seem to enjoy cooperating with me. I find motivation to help people who I feel have potential and drive, but lack the adequate resources to change their environment. Nothing gives me more satisfaction than rolling up my sleeves joining engaged people to change the status of a situation that bothers us.

I use the "Walking the Walk" approach: if I want to shape people behavior, I start with your own.
I never ask people to do things I would never do - I walk my talk.
I have had a full range of experience in leveraging diverse perspectives, work styles, values and backgrounds to improve individual performance.

8.7.) Inspiration

Marcus's thesis: I tend to position myself as the spokesperson for the core values and ideals of an organization. Often I see my efforts as related to the development needs of others and in promoting understanding among individuals in a group. As a catalyst that draws out the best in others, I succeed through empathic connections. I organize and facilitate action by building extensive networks and support for a given goal or mission. When people feel part of a group, they feel comfortable sharing their best values.

I actively solicit others' views as a way to gain information and commitment from associates.
In order to teach, lead, and work with others to accomplish something involve understanding others' needs, create a vision and find the exact words to inspire them.
I easily gain trust and support of peers.
I am good at building and consistently supporting a vision of the organization that inspires and aligns the team members.
I am good at articulating how individuals can align their actions with the organization's vision.
I am good at supporting a vision of the organization that inspires and aligns the team members.
I am good at involving stakeholders to support team goals through participation and dialogue.
I am often able to motivate others to act in a certain way.
I express gratitude and appreciation to others who have provided information, assistance, or support.

Often I am masterful at building cooperative relationships and maintaining group traditions or customs that enhance the "social glue" of a team.

Quite engaged with the generation of possibilities related to actualizing their mission, I try to motivate through encouraging others to reach their potential.

Focus on other's concerns, I listen and negotiate when differences threaten the team.

8.8.) Social Responsibility

Laura's thesis: As a catalyst that draws out the best in others, I succeed through empathic connections. I tend to position myself as the spokesperson for the core values and ideals of an organization. I organize and facilitate action by building extensive networks and support for a given goal or mission. I am masterful at showing appreciation both verbal and non-verbal giving frequent feedbacks and abundant praise. I know just what to say and to make other people feel appreciated. My friends see me as a good judge of talent - after reasonable exposure, I can articulate the strengths and limitations of people.

I have always been known for being a good judge of talent - after reasonable exposure I can articulate the strengths and limitations of people.

I am good at making efforts to ensure that nobody feels left out or undervalued.

I provide effective coaching.

I give people assignments that will help develop their abilities.

I am good at feeding in at the beginning of meetings, giving each member equal time to speak on an issue, inviting people who have not spoken yet to contribute their views.

I take responsibilities for mistakes or omissions.

I tend to be easy to get along and people seem to enjoy cooperating with me.

I know just what to say and to make other people feel appreciated.

My friends see me as a good judge of talent - after reasonable exposure, I can articulate the strengths and limitations of people.

Whenever I manage a group, I always take into account that sometimes the most effective lever to improve the performance of a group is not to optimize individual performance, but to change the way things are done in order to achieve collective goals.

I am good at making each individual feel his/her work is important.

I identify others' concerns and objections and frames desired outcomes in terms of their interests.

Frequently, I am called on to help others with personal problems.

I like helping people get what they want and need, facilitating them to get results.

I am good at seeing ways that the overall goal can contribute to individual and personal goals.

I have the ability to put myself in another person's shoes.

My genuine curiosity about people's lives always brings me another way to engage with people.

I develop and maintain positive relationships by adapting to others' beliefs and needs.

I accurately assess the interpersonal styles and cues of others (e.g., verbal and non-verbal).

I like to learn from those who "have been there before."

After reasonable exposure, I can articulate the strengths and limitations of people inside or outside the organization.

I can accurately project what people are likely to do across a variety of situations.

I am good at identifying emotional content in faces, voices, and designs.

I pride myself on my ability to use emotional information to facilitate cognitive activities. I am good at understanding what emotional mean regarding relationships, how they progress over time, and how they blend with one another.

I am good at identifying emotional content in faces, voices, and designs.

One of my strengths is my ability to assess people emotions and feelings accurately.

I am open to criticism, being receptive to talking about shortcomings.

One skill that sets me apart from my coworkers is my frankness at admitting and taking personal responsibility for mistakes or omissions.

I am good at seeking constructive feedback and responding to it as a challenge and opportunity to improve.

I am good at being available for listening to personal problems.

I am good at relating well to all kinds of people, up, down, and sideways, inside and outside the organization.

I am good at learning from those who have been there before.

I thank people for their contributions.

I express pride in the group and encourage people to feel good about their accomplishments.

I signal own commitment to a process by being personally present and involved at key events.

I express confidence in the ability of others to be successful.

I share information, advice, and suggestions to help others to be more successful; provides effective

coaching.

I understand the interests and important concerns of others.

I notice and accurately interpret what others are feeling, based on their choice of words, tone of voice, expressions, and other nonverbal behavior.

I understand both the strengths and weaknesses of others.

I understand the unspoken meaning in a situation.

I say or do things to address others' concerns.

I find non-threatening ways to approach others about sensitive issues.

I make others feel comfortable by responding in ways that convey interest in what they have to say.

I ask about the other person's personal experiences, interests, and family.

I ask questions to identify shared interest, experiences, or other common ground.

I take time to get to know coworkers, to build rapport and establish a common bond.

I provide assistance, information, and support to others to build a basis for future reciprocity.

I talk to clients (internal or external) to find out what they want and how satisfied they are with what they are getting.

I present a cheerful, positive manner with clients.

I often seek to make a good impression with others through building rapport and showing awareness of others' needs.

I see potential in others; my relationships are about mentoring.

I can be good at drawing out the best in others, providing team members with camaraderie, mutual support, and a commitment to the overall team effort.

I am the catalysts who energize the team with enthusiasm and humor.

I seek to mentor people to achieve their potential through coaching, encouragement, and by providing positive they focus on harmony and mutual support through teamwork and a sense of belonging feedback.

I encourage and honor diversity to utilize the resources of the team.

My most rewarding learning experiences include opportunities to communicate and share values and to help yourself and others succeed in relationships.

Get involved with individuals on a personal level, inspiring and facilitating them to find and reach their full potential

I identify strongly with others, appearing to know just what the other person needs to function better.

I have minimal focus on rules and procedures that are seen to inhibit freedom and autonomy.

Supportive, caring, democratic, and participative, I foster growth and development through the affirmation of individual members.

I look on people's faces and their tones of voice tell them a lot about the right direction to go.

Quiet, behind-the-scenes conversations provide me with opportunities to find facts and connect with individuals whose well-being is touched.

I am sought out by others for advice and solutions.

I pick up on the need to change personal, interpersonal, and managerial behavior quickly.

I accurately assess own strengths and vulnerabilities.

I admit and take personal responsibility for mistakes or omissions.

I am interested in the work and non-work lives of direct reports.

I have a nose for talent - I hire the best people available from inside or outside.

I assemble talented staffs.

I have a positive and constructive sense of humor.

I can laugh at myself.

I am appropriately funny and can use humor to ease tension.

I can diffuse even high-tension situations comfortably.

I am good at being sensitive to and patient with the interpersonal anxieties of others.

I demonstrate recognition of the various psychological and emotional needs of people.

I express feelings clearly and directly.

I respect the confidentiality of information and concerns shared by others.

Quotes

"Remember upon the conduct of each depends the fate of all." Alexander, the Great

"A chain is only as strong as its weakest link." Unknown

"A single arrow is easily broken, but not ten in a bundle." Japanese proverb

"Talent wins games, but teamwork and intelligence wins championships." Michael Jordan

"In the long history of humankind (and animal kind, too) those who learned to collaborate and improvise most effectively have prevailed." Charles Darwin

"Coming together is a beginning. Keeping together is progress. Working together is success." Henry Ford

"It is better to have one person working with you than three people working for you." Dwight D. Eisenhower

"It is literally true that you can succeed best and quickest by helping others to succeed." Napoleon Hill

"Teamwork is neither "good" nor "desirable." It is a fact. Wherever people work together or play together they do so as a team. Which team to use for what purpose is a crucial, difficult and risky decision that is even harder to unmake. Managements have yet to learn how to make it." Peter F. Drucker

"When building a team, I always search first for people who love to win. If I can't find any of those, I look for people who hate to lose." Harry Firestone

"Finding good players is easy. Getting them to play as a team is another story." Casey Stengel

"A group becomes a team when each member is sure enough of himself and his contribution to praise the skills of the others." Norman Shidle

"It is amazing how much people get done if they do not worry about who gets the credit." Swahili proverb

"You get the best out of others when you give the best of yourself." Ralph Waldo Emerson

"Leadership, like coaching, is fighting for the hearts and souls of men and getting them to believe in you." Eddie Robinson

"How do you win? By getting average players to play good and good players to play great." Bum Phillips

"Leadership is getting someone to do what they don't want to do, to achieve what they want to achieve." Tom Landry

"Make sure that team members know they are working with you, not for you." John Wooden

"Coaching is a profession of love. You can't coach people unless you love them." Eddie Robinson

"You can motivate by fear, and you can motivate by reward. But both those methods are only temporary. The only lasting thing is self motivation." Homer Rice

"Probably my best quality as a coach is that I ask a lot of challenging questions and let the person come up with the answer." Phil Dixon

"Failure is good. It's fertilizer. Everything I've learned about coaching, I've learned from making mistakes." Rick Pitino

"To have long term success as a coach or in any position of leadership, you have to be obsessed in some way." Pat Riley

"Effective teamwork begins and ends with communication." Mike Krzyzewski

"They said you have to use your five best players but I found you win with the five who fit together the best." Red Auerbach

"It's not what you tell your players that counts. It's what they hear." Red Auerbach

"Coaches can talk and talk and talk about something, but if you get it on tape and show it to them, it is so much more effective." Larry Bird

"If you want team play, you must stress defense. Defense makes players unselfish." John Brady

"Ability is what you're capable of doing. Motivation determines what you do. Attitude determines how well you do it." Lou Holtz

"Keep it simple, when you get too complex you forget the obvious." Al McGuire

"Shout praise and whisper criticism." Don Meyer

"Simplify the game as much as possible. When you add, you must subtract." Don Meyer

"The secret of winning is working more as a team, less as individuals." Knute Rockne

"He who smiles rather than rages is always the stronger." Japanese proverb

"The sign of intelligent people is their ability to control emotions by the application of reason." Marya Mannes

"The sign of intelligent people is their ability to control emotions by the application of reason." Marya Mannes

"Deal with the faults of others as gently as with your own." Chinese proverb

"I not only use all the brains that I have, but all I can borrow." Woodrow Wilson

"Instead of resisting any emotion, the best way to dispel it is to enter it fully, embrace it and see through your resistance." Deepak Chopra

"We are dangerous when we are not conscious of our responsibility for how we behave, think, and feel." Marshall B. Rosenberg

"Never react emotionally to criticism. Analyze yourself to determine whether it is justified. If it is, correct yourself. Otherwise, go on about your business." Norman Vincent Peale

Films

Any Given Sunday
Coach Carter
Die Welle
Glory
Hoosiers

Inception
Invictus
Karate Kid
Little Miss Sunshine
Million Dollar Baby
Miracle
Radio
Remember The Titans
Rocky V
Rudy
Star Wars
The Color Of Money
The Dirty Dozen
The Guns of Navarone
The Incredibles
The Magnificent Seven
The Saint of Fort Washington