

13. Individual Leader

Lab Workbook

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[RE]CREATE
THE Leadership and
Organization Design
for Sustainable
Excellence
ORGANIZATION
YOU REALLY
WANT!™



13. Individual Leader

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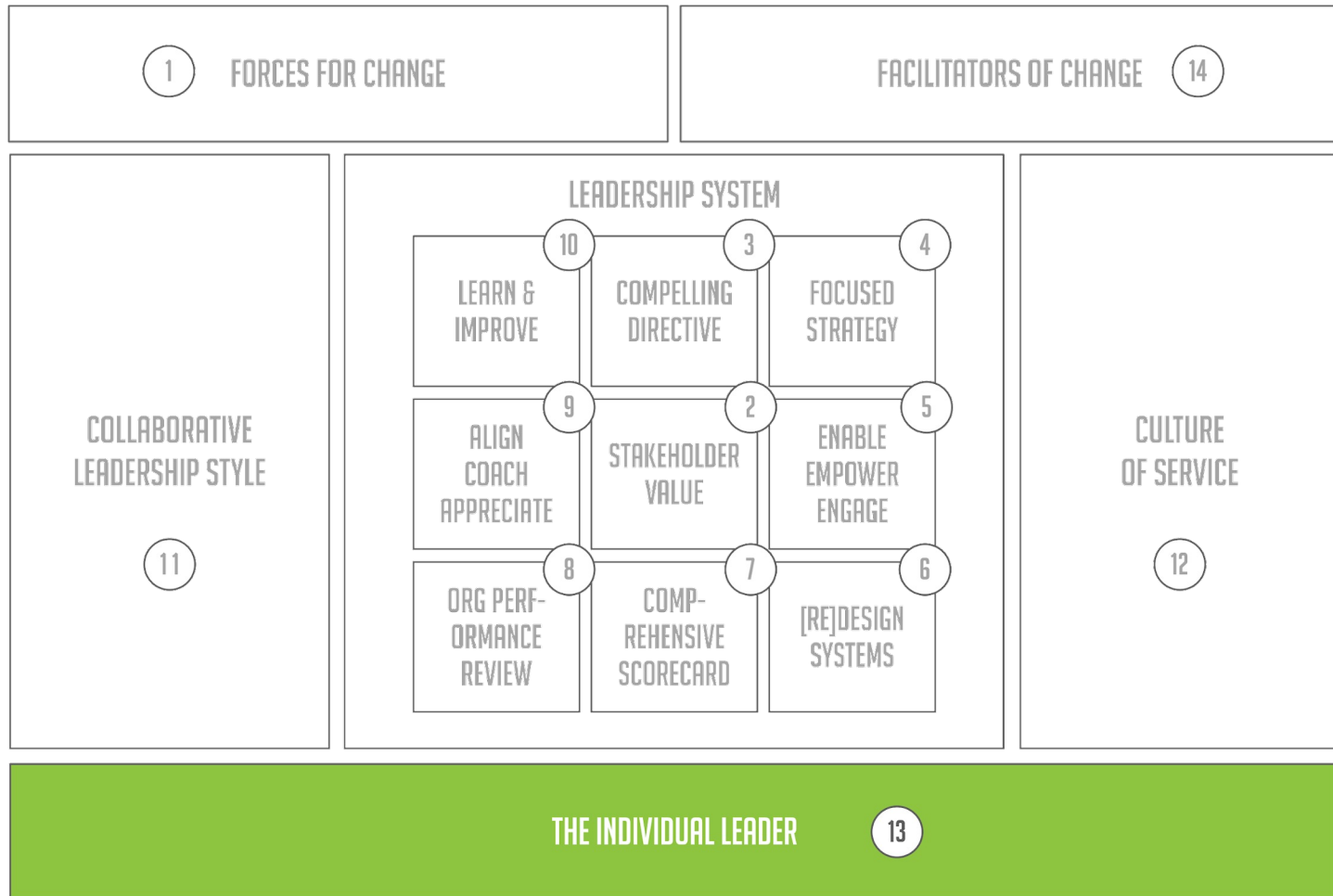
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LEADING TRANSFORMATION FRAMEWORK



Objectives

Understand the Individual Leader concepts, components, and relationships and how they contribute to leadership and organization [re]design for sustainable excellence.

Personal Attitudes & Motivations - Identify and understand your personal attitudes and motivations.

Personal Mission & Purpose - Develop your personal mission and purpose.



Attitudes and Motivations – Leaders of Transformation

Pattern	Direction	Implication	Relationship to LTSE Framework
Sole Responsibility	Lower	Collaborative - Less likely to think that having sole responsibility is important.	<ul style="list-style-type: none"> • Collaboration • Humble but Confident • Teamwork
Evolution	Higher	More likely to want to evolve change and drive continuous improvement.	<ul style="list-style-type: none"> • Tension for Change • Learn & Improve • Personal Learning
Past	Higher	Concentrates on the past and uses experience to make decisions. Note - All leaders focus on the future. Leaders of transformation focus on both!	<ul style="list-style-type: none"> • Measurement Trends • Org Perf Review • Learning Org + Individual
Tolerance	Lower	Strong tendency to want to impose their “rules” on others. This is particularly true for the values of the organization which are non-negotiable.	<ul style="list-style-type: none"> • Persistent & Accountable • Reinforce Behavior • Resistance to Change
Focus on Systems	Higher	Strongly motivated to work with systems and processes.	<ul style="list-style-type: none"> • All Leadership System Components Labs 2-10 • Systems Thinking + Alignment
Focus on Information	Higher	Strongly motivated to work with facts and knowledge (information).	<ul style="list-style-type: none"> • Measurement • Learning

Attitudes and Motivations – Table 13-2

Attitudes and Motivations – All Leaders

Pattern	Direction	Implication
Goal Orientation	Higher	Leaders are more likely to want/need goals toward which they work.
Breadth	Higher	Leaders are more likely to want to see the “BIG” picture.
Depth	Lower	Leaders are less motivated to want to deal with details.
Neutral Communication	Lower	Leaders want to pay less attention to the specific content of messages.
Group Environment	Higher	Leaders tend to want to have contact with people as part of their work.
Individual Environment	Lower	Leaders have less tendency to want to work alone.
Shared Responsibility	Higher	Leaders are more likely to want to share responsibility with the team.
Sameness	Lower	Leaders are less motivated to maintain the status quo; to resist change.
Use	Lower	Leaders are less likely to want to implement or do the task.
Future	Higher	Leaders are more motivated to pay attention to the future.
Indifference	Lower	Leaders view rules as more important than those in the standard group.
Convinced by Doing	Lower	Leaders are less likely to want to be convinced by trying something.
Convinced by Consistency	Higher	Leaders are not convinced easily nor are they likely to stay convinced
Interest in People	Higher	Leaders are more likely to want to deal with people as part of work.
Interest in Tools	Higher	Leaders are more likely to want to work with tools as part of a role.
Interest in Money	Lower	Leaders are less likely to want to manage money as part of a role.
Interest in Activity	Lower	Leaders are less likely to want to deal with/have a log of activity at work.

Attitudes and Motivations Leaders – Table 13-3

Personal Attitudes and Motivations - Instructions

What Do You Enjoy Most at Work?	What Do You Procrastinate Doing at Work?	What Do You Want to be Really Good at?
<p>1. What do you enjoy doing most at work?</p> <p>What activities bring you the greatest joy at work?</p>	<p>2. What do you procrastinate doing at work?</p> <p>What activities do you enjoy the least at work?</p>	<p>3. What things do you want to be really good at?</p> <p>What is your personal vision?</p>

Personal Attitudes and Motivations - Worksheet

What Do You Enjoy Most at Work?

What Do You Procrastinate Doing at Work?

What Do You Want to be Really Good at?

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Personal Mission and Purpose - Instructions

What You Do	Who You Do It For	Why You Do It
<p>1. Describe what you do at work.</p> <p>What are your key responsibilities?</p> <p>What do you produce?</p> <p>How do you want to spend your day?</p> <p>What do you want to do?</p>	<p>2. Identify who you do these things for.</p> <p>Who do you serve?</p> <p>Who uses what you produce?</p> <p>Who do you want to serve?</p>	<p>3. Describe why you do what you do.</p> <p>What is the purpose of your work?</p> <p>How is your work used by those you serve?</p> <p>What difference do you want to make for those you serve?</p>

Personal Mission and Purpose - Worksheet

What You Do

Who You Do It For

Why You Do It

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