

Personal Leadership Styles: 7 Leadership Levels

Leadership Skills and Leadership Qualities Revealed

Laila Christensen



LAILA CHRISTENSEN

**PERSONAL
LEADERSHIP: THE 7
LEADERSHIP LEVELS**
LEADERSHIP SKILLS
AND LEADERSHIP
QUALITIES REVEALED

Personal Leadership: The 7 Leadership Levels:
Leadership Skills and Leadership Qualities Revealed
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TRANSLATOR'S REVIEW

My name is David Manley and the author of this book, Laila Christensen, kindly asked me to translate it from its original language of Danish into the English version.

My own background has been predominantly in the field of management in the financial services sector in London, but I am now based in Denmark. Having read and studied the contents of the book, I have an in-depth understanding of the contrasting differences at play between leadership through the eyes of a Nordic person and my own Anglo-Saxon viewpoint.

I can certainly see the value of reading every chapter of this book. This is because it explains concepts such as who you are, where you are in your life and how you can progress to a greater level of leadership. I have read plenty of self-help books to try to teach myself how to become a better leader. However, this book is completely unique in that it allows you to dive deep inside and take a serious look at your character, your strengths and weaknesses, your hopes and desires and questions your motivation for where you want to take your life, right now. It is a guiding light that shows you how to side-step everyday issues such as stress, poor habits and internal strife and turn them into positives, allowing you to relinquish the chains of self-doubt and anxiety and become a much-improved leader.

From reading this book I realise that there is a lot more thought that goes into personal development in Scandinavian countries, than in the United Kingdom. There is additional soul-searching into what really makes us tick as human beings, not the hard-edged work, work, work mentality that has infected Anglo-Saxon countries, but a more progressive and soft approach to tease the best out of a person. The Nordic countries lead the way in their philosophy and thinking on this subject and, in this book, Laila has truly captured the essence of why Scandinavia is at the leading edge in understanding how to reach one's leadership potential with a logical step by step approach.

Aalborg, May 2018

LAILA CHRISTENSEN – SHORT AUTOBIOGRAPHY



I have my own company, Coach Vision, which I founded in 2008 and work as a coach, consultant and leadership consultant. I am part of several boards working professionally, politically and voluntarily, and I have a property development company where I use my previous skills as a former self-employed realtor.

Previously, I have worked as a financial controller, real estate consultant at a major local bank, sales manager, coach and consultant, before I decided to choose what I am passionate about: helping people – especially leaders – for greater self-awareness, greater awareness and personal development.

I like to challenge myself, which is why I entered the political arena as a candidate for the municipal elections in 2017 in the municipality of Aalborg, but did not get in. I am still active in politics. I am also active in Rotary a worldwide network and humanitarian organization and will be district governor in 2020. For several years, I have been and still am working as a management trainer for Rotarian.

I love the ability to make a difference, being visionary, practical and having a positive attitude towards the future.

With over 6.000 coaching sessions, I have had a lot of experience dealing with a diverse range of companies, leaders at all levels, and an array of human characteristics. Keywords for me are respect, volunteering, growth, the desire to make a difference and to ensure that people are at the right place in their lives and life stages. I enjoy being able to help lift and free a person's potential without condemnation. Therefore, the freedom to be the one you are also leads to the changes that you want, whether it's a single person or an entire company.

This is my second book on personal leadership. My first book from 2010 is very personal and takes a different starting point and is therefore called “Sæt af på modstand – ledelse med hoved og hjerte” (Becoming stronger after Resistance – Leadership with Head and Heart).

It is a joy for me to work with leadership: we will never stop learning, and I always try to be a role model myself: walk the talk. It's freedom – and it's a big responsibility. It is a commitment and service, but it is also both the ability and the opportunity to make my own choices and to decide about everything that I do. Success is fun and easy to achieve.

So dear reader: I hope to share some of my insights with you, hoping you will be inspired to undertake your own training to increase your awareness, and thus your leadership skills.

The world needs leaders – and you are one of them.

PREFACE

Personal leadership is fundamentally about becoming a leader in your own life and is based on a basic consideration that the prerequisite for becoming a good leader for others is that you understand how to guide yourself.

It's about looking at leadership as:

- An individual choice and personal accountability in which freedom and responsibility follow.
- You as a practical tool, because the leader is the tool.
- In the knowledge that leadership skills are acquired through practical training, self-awareness and daily practice.

A management consultant/leadership coach is also a trainer. Think of the former Danish international handball chief coach, Ulrich Wilbek. He had the most talented players. Many of them had learnt basic techniques; they had been playing for many years and were gifted with an array of talent. Of course, there is a difference in the range of ability, but the will, the attitude, the personal problems together with responsibility for the choices and options chosen, were also necessary and common to all: training was needed!

That's how it is for a leader too. Even the most skilled needs training throughout their lives.

We humans are not thinking beings whose feelings can be switched on and off. We are emotional creatures and if we sit safely on the sidelines, it is so easy to see what to do. However, when the game is in progress, there is also an inner game – the feelings – which tell us what the game is about. We become acquainted with these feelings and learn how to handle them. It really amazes many people.

In fact, it is all about personal development, because it is specifically our emotions that we can relate to as we grow up. What I mean is that you cannot talk about management development without having personally experienced it. That's why I also call it “personal leadership”, and in this book I would like to introduce you to “The 7 Leadership Levels”. A term I have been working on in my practise for many years, which I therefore know has a positive effect.

In other words, this book is dedicated to those of you with a curiosity about what leadership means for yourself and, with a very simple model, you can get an insight into the level of management you are currently at. It will provide an awareness of what you can benefit

from, so that you can be even better at performing management tasks in your role, whether you are a manager of a large group or a home-based boss.

The beautiful thing about working with management and leadership is that it is a never-ending process. As humans, we are continuously developing throughout our lives – and there are some who choose to advance at a quicker pace.

As you have made the decision to read this book, that person could be you. Enjoy!

*Stae, May 2018, Laila Christensen – www.coachvision.dk
<http://dk.linkedin.com/in/lailachristensen>*

TESTIMONIALS

“Laila Christensen’s book on the 7 levels of leadership raised my curiosity as soon as I got the book. The book is filled with practical examples and useful tips and ideas on how to become more aware of your personal leadership. Personally, the book helped make me more aware of whom I am as a leader in my own life. The book should be read by all who want inspiration in their individual development and personal leadership.”

Christian Borrisholt Steen, cand.mag., Political Consultant, Lecturer and Member of the Ethics Council

“A small but persuasive book that provides a great grounding of one’s understanding of leadership. With the message: “If you cannot be a good leader in your own life – you cannot be a good leader for others” Laila Christensen is an often-overlooked contributor in modern management practise and theory. Many books running into hundreds of pages about leadership have been written over the years, but with very few words, this book draws a very basic outline. The 7 leadership levels are undoubtedly something I want with me in the future, to strengthen myself as a leader as well as an individual.”

Peter Thomsen, Cand. merc. Director of own software company and researcher at Aalborg University

“I went to the golf course with a mate and, at a hole sponsored by a management coach company, he asked me if there really is a need for all the psychologically coaches. I could tell him that in my working life, I have met a lot of leaders who I needed to consult with. Viewed from that angle my friend could see the need. Management is a discipline that must constantly be maintained, and Laila’s book can help you as a leader to consider your leadership and to bring your management skills to a new level. That will be for your benefit, your employees and your business.”

Kristian Bengaard, friend, former member of Nykredit’s board of directors and the Finance Association’s main board

“I have read the book, but only once – yet! It is worthy of a “refer to” book in life – as a guide. I have been a leader and manager for many years and could have used Laila’s book at any time. Now I’m self-employed, but I want to use the book because I’m convinced that the message in the book can be used even if you’re not a leader. There is so much in the book that we as non-leaders can use. All in all, a thoughtful book! Thank you, Laila.”

*Arne Lauritzen, independent recruitment and temporary agency and proof reading company.
Former leader in the recruitment industry – both in Denmark and abroad*

“My knowledge of Laila Christensen is as both a coach/trainer and a professional colleague in the boardroom. I myself have read the questions on the journey through the 7 leadership levels, and via coaching/training the book has developed me and moved me through the management steps. The book works in practice if you dare to read it! Use it, set it aside, read it again or read only one chapter; The book will always guide you to the current steps. Management requires practice every day, something which we unfortunately often forget, or as Laila Christensen writes: The world is changing, so we must also change – everyday.”

Brian Søndergaard Hansen, Production Manager at BM Building Industry, Managing Director of 180 Employees, Professional Board Member, MBA and Building Architect

THANK YOU for your help and support!

1 PERSONAL LEADERSHIP: THE 7 LEADERSHIP LEVELS

1.1 INTRODUCTION

As a senior consultant and professional coach, I have often compared myself, by way of a huge slice of humbleness, with a famous Danish handball coach, Ulrich Wilbek, because I am also a coach through my training activities. I have the most talented players who want to train and thus improve their leadership and become managers. Many of them have learnt basic techniques and have practised the art of management for many years and therefore they have gained the abilities. Some have better leadership skills, and like all other competencies there is a range of aptitude, and common to all of them is that they need to keep training! We do this through our daily experience, where it is primarily the manager's approach which reflects on how we work. This is because it is the manager's methods which directly influence employees, and thus the employees' way of managing tasks, cooperating and developing skills.

I do not know if Ulrich Wilbek is a skilled handball player, but he has repeatedly proved that he is a skilled trainer, capable of making a player perform to the best of his ability when the player is on the pitch. A lot can be learnt on the sidelines, in classrooms, by looking at others, by understanding the techniques, by learning many of the fundamentals, but it's quite different when one is playing on the pitch. Here the feelings come to the boil.

We humans are not thinking beings whose feelings can be switched on and off. We are emotional creatures sometimes acting out of spontaneity, and if we are safe on the sidelines, it's so easy to see what we should do. However, when the game is underway, there is also an inner game – the emotions – that we can now relate to, get acquainted with and learn to deal with.

I would like to introduce you to some practical models that I hope can help you become more aware of what's going on inside yourself. Therefore, you can understand yourself a little better and find out how to handle your feelings when you are in pressurized situations. Carrying out managerial responsibility is a pressure that, depending on the circumstances, is sometimes easier than other duties, but nevertheless is a pressure.

It's about how to become a leader in your own life as a prerequisite for managing others.

In fact, it is personal development, in that you cannot talk about management development without having the personal part, where leadership traits actually live inside you. That's why I also call it "personal leadership", and in this book I would like to introduce you to "The 7 Leadership Levels". A term that I have been working on in my practise for many years, which I therefore know can have a positive effect in the way that you become more aware of yourself.

I would also like to introduce some other simple models and guidelines along the way, and there will be places where I repeat myself. This is because there are several approaches and I want to make sure that you have the opportunity to find precisely the way that makes sense for you, without any limitations.

The world needs leaders, and if this little book can inspire you to develop your leadership skills, it has fulfilled its mission.

The journey is yours.



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2 PERSONAL DEVELOPMENT STAGES

2.1 DIFFERENCES & SIMILARITIES IN PERSONAL AND PROFESSIONAL DEVELOPMENT

Let me start by introducing you to the difference between personal and professional development. Imagine a simple drawing of a staircase where there may be ladders you can use if the steps are too high to walk up (see figure 1).

Professional and personal development

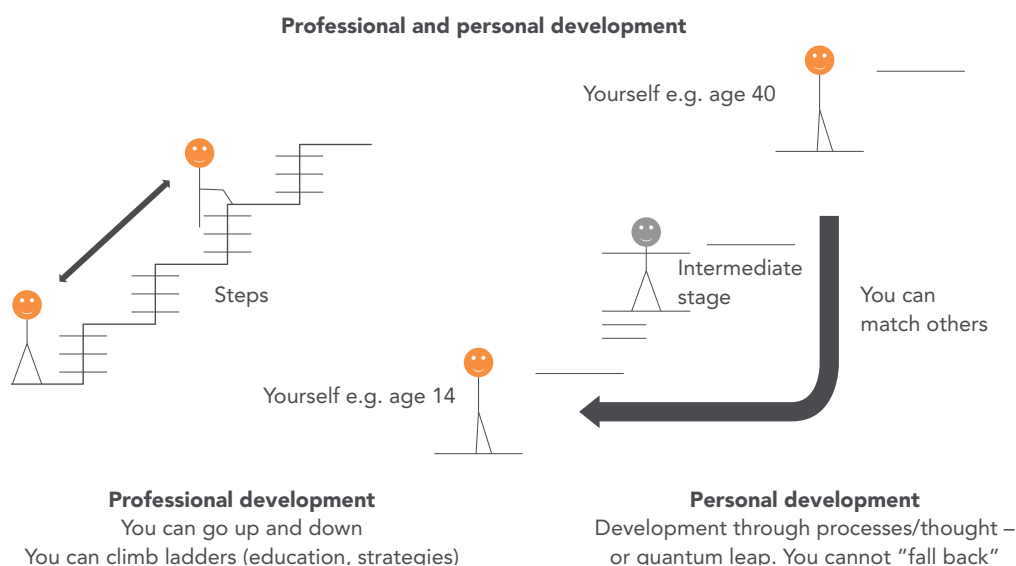


Figure 1

Some call the ladders career ladders, educational ladders or just the acquisition of skills. You may call them whatever you wish, because it depends on what you are doing and which skills you acquire.

You can walk up and down the stairs and ladders. Things you’ve learnt at school, which you do not use regularly today, often need to be refreshed if you want to make use of them, and you are clearly aware of that. You just go back, read up, remember again and recall the facts from the time you first learnt them. The will and desire to do this must of course be present. This applies to all learning, and the more you can see the meaning of what you learn, the greater the interest and curiosity, which increases your ability to absorb and understand.

In other words, you can acquire skills and thus improve professional development. We all need that throughout our lives.

Personal development often takes place in parallel with professional development but is not dependent on it. Personal development can, in numerous circumstances, stand alone, without the accompaniment of professional development, and is also about one's life experience. The stairs are also different. There are no steps or ladders between the levels. They fly in the air in an upward direction at each level (**see figure 1**).

What gets you up to the next step is a process. A thought-or-right: a conscious process or, to put it another way, a spontaneous quantum leap. The number of stair levels or steps is immeasurable. The time you need at each step is also different. The number of steps you acquire differs from person to person. Some people stay at the same stage for many years, some even for the rest of their lives. This is where the personal choice comes in. Nobody can force you, and it's only you that can lift yourself to the next step, if you have the desire. You always have the freedom to choose, even though we sometimes forget that we are born with this freedom.

I have encountered several people who also think that personal development is about spirituality, conscious evolution and human development to gain increased humanity. Again, it's completely up to you how you wish to describe it. The most important thing is that you become aware of where you are and where you want to move to.

The actual goal is not so important. A specific direction, vision or goal is also not so important. However, it is important to learn to listen to and take seriously the feeling that grows inside you. What feels good to you, right for you, is a step forward for you.

Often the process begins with the things we are exposed to, some of which may be quite violent experiences that make us stop and think about life, the meaning of life, and thus the meaning of our own lives. Every action begins as a thought and so it starts with your thoughts, your reflections and what you start to wonder about. You begin to observe the world and other people in a new way, and you begin to mirror these observations inwardly as well. Who am I? What can I do? What do I want?

For a lengthy period, the processes will seem confusing and frustrating. This is because we immediately think we are very good at dealing with the things that are tangible! It's so confusing at first. So artificial. It gives us the feeling of being paralyzed and stuck. We become impatient, irritated, and at the same time perhaps a little scared of never moving on. Some seek insight through others, and many try to find "the answer out there" through work, leisure, and experiences.

The answer is inside you! Look inside. Give yourself time to discover – yourself!

For several thousand years it has been a renowned saying that the biggest and most meaningful task for a human being is to “Know yourself”.

2.2 INCREASED AWARENESS

What allows people to take the next step on the personal development ladder? Increased awareness, increased understanding of oneself, the inner mind, the inner self and the inner feelings. Not by navel-gazing but with a raw and painful honesty, where the person opens their eyes and sees themselves as the human being they actually are. From here they use the building blocks that they were born with. We learn to understand all aspects of ourselves throughout our life. However, there are many people who are unfamiliar with these concepts, and only those individuals who wish it make use of this knowledge will develop further.

You can receive help with this development and I cannot find a better word for it than “vibration”. A kind of new energy that vibrates inside. It may seem a little scary, but really there is nothing to be afraid of. It may take time in coming, and you may experience fluctuations in your mood and cannot figure it out, feeling beside yourself with an overall sense of vulnerability. It is not stress, but many confuse it with stress because they may have symptoms, such as palpitations, dizziness and weariness.

I cannot quite explain it, but I have so often experienced it when my customers are moving from one personal step to the next. I can physically feel their vibrations change and therefore know exactly when they find new ground under their feet. They even express the feelings, and I see the redness of their cheeks, relief, light in their eyes, and a kind of cleansing that often triggers joyful tears. It is an almost sacred moment filled with joy, hope and love, and it is so touching that I myself must remember what my role is; I’m just a catalyst. I am voice that helps them on their journey because they want it. I believe that we all have these skills to help each other, and a little of the same thing occurs when we become truly inspired and subsequently do something different.

It’s like being tuned into a new frequency. Another vibration, another tone. You are still you, but you swing in a new way. Over time, others will think something has changed. They will see you as you have yet to see yourself. You will start wondering how they perceive you and realise that they can see a potential in you which you are not even familiar with. You may want to seek out some sparring partners who can help you with your self-image. Also, others, who have gone through the same experience, begin to identify with you. You will be recognized. You wake up and you begin to notice the people who have also woken up.

Daily I meet many people, and they are all on their own individual steps. I respect everyone and meet people every day without judging them. They are each on their personal development path, influenced by circumstances, other people, legacies and the environment. I cannot in any way allow myself to judge why they stand on the step that they do. I meet them exactly where they are right now, listening to their wishes and needs, and together we are working to lift them from the current level to the step they desire.

If you personally want it, you just need to get to the place where you can find the inspiration and the desire to apply yourself further in a managerial context, as you and only you can harness your aspirations.

If you are one of these people, and I think you are because you are reading this book, welcome to an exciting journey where you are the main character. Start today getting to know yourself more intimately and take conscious responsibility for the choices you are now facing. Become a serious leader in your own life. Be aware that as a leader there are no excuses. You have the responsibility and the managerial powers. All fingers point inwards, and regardless of external circumstances and the feeling of limited freedom, only you are at the heart of it all.

Make yourself the epicentre. From there, the energy spreads out into the world, and thus how you influence the world. Take responsibility for this authority and take responsibility in how to get the energy to exert this power. You are the source and you need to harness the energy from your inner self. The more you can channel, the bigger the difference you can make.

It is so clichéd, and I know it seems and feels difficult to do it. But you can!

As mentioned earlier: in management, it is the manager himself who is the tool.

2.3 NO WAY BACK – FORTUNATELY!

The personal development stage also differs from the professional development stage on another point; You cannot fall back down again. You can sit on another step and you can see yourself at other stages of life, recalling the experience and the echo from that age. Just think of yourself as a child, like a teenager, like a new father or mother. Here, it is more unconscious in the way that we have developed, shaped by time and circumstances, but it may give you an understanding of what I am trying to explain to you. You can recall yourself as a teenager, but you cannot have the mind of a teenager again. You can empathize with teenage children, based on your own experiences as a teenager, and try to identify with

them by focussing on their developmental stages. However, inside you have grown up and past the teenage phase.

Some may think we can act like silly teenagers again, but it's something completely different. Our own teenager children especially criticize us, because they do not think that we understand them, but again, it's something completely different. Behaviour and inner consciousness are two different things.

We develop over time, most often unconsciously, but can also develop consciously, and that is of course what I will focus on.

The feeling of developing consciously is a bit like a fundamental tone that changes. You are vibrating on another level. Just as you stand between the steps, I often hear people saying that they feel a little beside themselves. I try to illustrate it by drawing a little matchstick man in dotted lines, one step higher than the person is currently on. They are on their way but are not quite there. When they fall into place, they can feel it inside. The matchstick man drawing is now complete. There are no dotted lines anymore (see Figure 1).

It feels right, it feels nice, and now they are ready to (re) discover the world again from a new position in life, with a slightly larger overview, a marginally bigger viewpoint. There is still much to learn, but it is with open eyes, or rather an open mind, and the doubt has disappeared. Now they know that they are on the right track. Even though they cannot fully see the road or the target, they know they are on their way and that's good!

Regarding what's right and wrong, I'd like you to stop thinking because you're looking for answers that nobody can give you. Your thoughts are running around your head continuously, often ruled by doubts, worries, anxiety and even worse, fear. The fear of losing. The fear of doing the wrong thing. The fear of being looked down upon, losing status, losing love, recognition, material goods and so on. You know yourself best. The opposite of love is not hatred. It's fear.

If you fear life and the choices for yourself in life, you live in fear and fear breaks you down. It is love that builds you up. Your love for yourself and for life; yourself in life.

Reach for that feeling. Include yourself in the equation and look at what is appropriate for you to do.

Nobody can tell us in advance what is the best and right thing to do. Only you can determine this. Therefore, you must learn to understand yourself better. As mentioned, it's a conscious process you are undertaking, and here the journey is itself a goal. Nevertheless,

you are developing goals for yourself, and so the right and wrong terms become infinitely meaningless. Who should judge? And when?

2.4 OBSERVE YOUR INNER SELF

- What feels good (feels right for you to do)?
- Is it appropriate for you?
- Will you be happier?
- Do you get positive energy?
- Do you notice a joy of life within you?

Your life is your responsibility. What you accomplish in your life is your responsibility. Make the most of it, in other words, what's best for you and your surroundings.

- Who would you like to be something for?
- How will you do it?
- What do you wish to devote your life to?
- What should the meaning of your life be?

Only when you know these answers can you start looking at the possibilities. How can you then create the circumstances needed to get there by yourself? It can be very difficult – I brutally admit it – but it is possible! Most importantly, it increases your joy of life to heights that you did not think existed at all.

3 REAL HUMILITY

3.1 THE BALANCE OF HUMILITY

It is never too late to make personal choices and thus start personal development. You can choose your thoughts at any time, and consequently the thoughts about yourself and your life. Some things take so long to accomplish that we do not believe we are able to achieve them in life, but in fact, that rarely happens. Sometimes we only give up in advance because it seems too difficult with an associated high price, which is not just about money but about the time we need to invest in ourselves. Therefore, we may find that the step we are currently on is fine and we should be grateful for the life we now have. It is also the joy of life you allow to live inside yourself. Do not judge yourself too hard just because there are things you choose not to fight for. Instead, be happy and grateful for what you have acquired and find the meaning of what you do, big or small.

Genuine humility is not about submissiveness. It's about seeing yourself exactly as you are, with the skills and the strong and weak sides that you have. Humble people stand by the things that they can without being judgemental of others. However egotistical and subservient people cannot relate to them, due to arrogance or subduedness, and thus they diminish themselves. Humble people meet all other people at eye level, because like humans we are all equal. They also see a self-image of respect, a sense of equality (self-esteem) and are in balance with themselves.

True humility requires daily practice. We swing a little towards either arrogance or submissiveness. The more conscious we become of this, the fewer fluctuations. But yes, we alternate, and I am convinced that it is also a healthy exercise, because it is here that we learn to feel the pulse of life. In other words, there is nothing wrong with oscillating a little and thus being submissive or arrogant relative to others. It is more the outcome that determines whether it can be hard to get the balance back and it is here that we can work to become aware of where and when it happens. In **figure 2** I have illustrated the differences and the fluctuations.

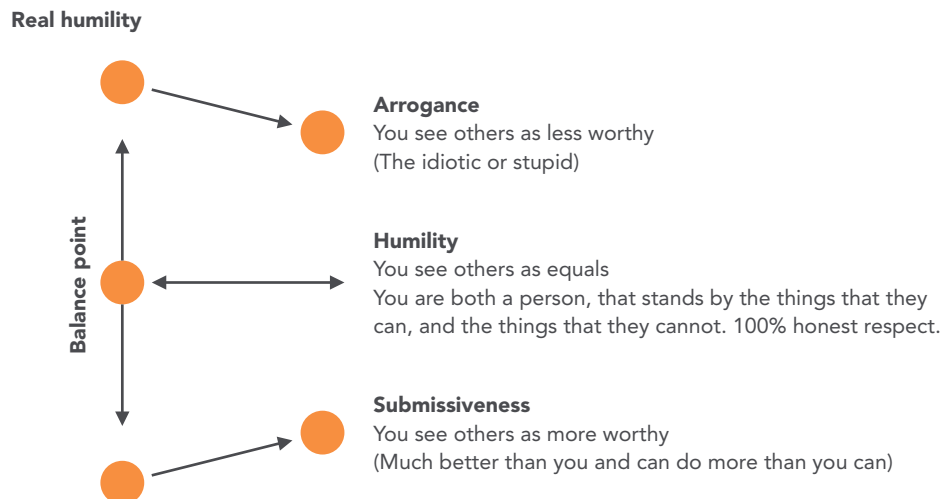


Figure 2

Try to feel your own fluctuations:

- Where do you sway out to most: arrogance or submissiveness?
- How do you see yourself in comparison to others?
- How do you see others in comparison to yourself?

Some tend to swing more towards one than to the other, but often it depends on the context. Your oscillation varies from situation to situation, with the changes depending on the types of people you meet.

No matter whether you swing up towards arrogance or down towards submissiveness, it's about imbalance. Inner insecurity, a sense of low self-esteem. With arrogance, you try to compensate through self-confidence/trust in your own abilities. You are full of self-assurance and there are some idiots that do not understand that you are obviously better than them. In submissiveness, you try to compensate through others' self-confidence and lean back. They are so much better than me, so I may as well keep quiet. In both cases, it is about trying to protect yourself because you feel weak inside. Arrogant people may seem aggressive, often assuming that the best form of defence is attack. However, make no mistake, they are feeling weak inside, even though they appear strong outside. Submissive people are often much stronger than they themselves believe, but they dare not believe in their own strength, and therefore become victims/let themselves become victims.

3.2 FIND YOUR INNER BALANCE

How can you get deeper into humility and your own inner balance?

- Start being honest with yourself; when are you not in balance?
- Take a deep breath and get in touch with your inner self. Remember, there are differences between thoughts and conscious thoughts; I'll come back to this a little later.
- Close your eyes and notice: the doubt that you feel, where does it come from?
- What controls these doubts?
- The fear that you feel, how real is it?
- Make a choice.
- Find the courage to be yourself, the person who you really are. Neither more nor less.
- You have nothing to fear, nothing to lose. Live life.
- Breathe deeply again and see the world, see others and yourself through your own eyes.

3.3 DRIVING FORCES IN LIFE: ACCEPTANCE, FORGIVENESS AND GRATITUDE

The desire to learn, the curiosity of life, in life and in yourself, is a driving force. For some, the driving force is very strong, but for others, we cannot really sense it, and that does not have to be negative in itself. We are all different. The driving force can be ignited. We can be inspired by others, by personal experiences, inner and outer, that enliven us and switch on our inner source of motivation into making changes. The motivation must come from within, but you can be inspired from the outside.

The price of personal change is development and resolution. Life and death in cycles. Sometimes something must be done for something new to appear or to be born. Sometimes we think the price may seem too high. Sometimes we think that things happen to us which we wish we could avoid; why is this happening to me? What's the point? Sometimes we just have to accept it and not seek an explanation. It becomes apparent to us much later. We must learn to understand without understanding, and just be aware of the stage of development we are currently at.


The process of acceptance is a goal in itself, part of the journey. It sounds easy and looks so easy when seen from the outside, and then we're back to the handball player standing on the sidelines and watching the others play. It looks so straightforward and we are all

so intelligent in understanding how the players on the pitch should play. Some acceptance processes take years to complete, and it can be a hard-emotional journey to go through. However, it is possible, and along the way we go through pain that transforms us, changes us forever. We simply want to be another person on the other side of the transformation process. Forgiveness is also part of the process. The paradox of forgiveness is that we often mistakenly believe that it is about other people; that if we forgive others, we accept and acknowledge what others have done. This is not the case. You can still condemn others for their behaviour and find it unacceptable. Forgiveness is about forgiving yourself. To have participated in the process, consciously, unconsciously, through or against your desire. It is absolutely unbelievable how hard we can be on ourselves in relation to enduring and being subjected to injustice. Even children, who have been innocently exposed to ugly things, can feel guilty and shameful because they themselves feel guilty inside. It may take years to admit their innocence again, through acceptance and forgiveness, and it can be an incredibly painful process for them.


Blame and shame, and thus human vulnerability, is a whole book in itself and so I do not want to go into too much detail with this. However, be aware that guilt and shame lies deep within everyone. That is why we call it the inherited sin.

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What we do is not what we are. When, in some cases, we can forgive others for their behaviour, it is because we see them as the people they are. I hug my children. My love for them is unconditional and sometimes I do not like them! This is because they have behaved foolishly, obnoxiously, disrespectfully and so on. I condemn their behaviour, but I do not condemn them for the people that they are. I myself learn to see people for whom they are, and not just their behaviour. Having said that, I think there are very few people who walk around and love all people, thus we judge people from their behaviour and their actions.

Therefore, you will also be judged by others and if your actions are influenced by a negative self-assumption, how do you yourself think others judge you? You give them no chance to look inside the facade, where perhaps a loving, but insecure person hides. You give them no chance of providing support and help, in order that that you can grow stronger. You may (wrongly) believe that you cannot gain recognition and respect if you are human with all that it implies. This includes vulnerability, thoughts of doubt and fear, the anxiety of losing and for some, a low self-esteem, characterized by decades of guilt and shame.

The assumptions we therefore have about ourselves must be thoroughly deconstructed. We should learn to detach ourselves (resolution) to allow for new and healthier assumptions (development). Help from others can be very good here, but it requires that we ask for help and not everyone can mobilize this courage. They cannot see themselves as vulnerable struggling with things, with the world. Some try to escape from themselves and their pain through abuse of different kinds, but make no mistake, this is workaholism which is an abuse, an escape.

How can we help these people? In fact, clearly, we cannot. On a psychological level, we cannot help people who will not allow themselves to be helped. We can try to reach out to them so that they become aware that they need help. Yes, some are better at this than others, but some people hide their feelings (unfortunately) so much so that outside help is impossible. They risk dying either through years of abuse, escape, suicide or just the natural path to death, which comes to us all. When the people, who are going to die due to self-affliction, are people that we care about, it hurts in our souls to witness this self-destructive behaviour. We feel powerless, inadequate, and here self-recognition is particularly important if we are to avoid developing a remorseful conscience, the feeling of being guilty and uncompassionate.

You can only try to meet the person halfway, even being the person you are. Your presence can alone be the tool that can reach these people, but it is and will be their own choice, no matter how painful it is. You are not, and shall not, be a saviour to others.

Gratitude is also a force that we can use. When we really begin to be grateful for our own lives, our own abilities, talents, choices and experiences, both the good and the bad, we look even deeper into our inner resources and our life energy. Allow yourself to feel gratitude. Stretch your arms out completely, raise your head, breathe deeply and let your heart fill with joy, in appreciation that you are alive.

Try to understand that you are something special because you are alive. You were born loved, you were born free. You make a difference just being alive and you can consciously choose to do even more in life, by taking an intentional responsibility for who you are and how you want to develop.

Becoming a leader in your own life is a lifelong process.
Grab the opportunity.

Development in your leadership, which also includes being responsible for your influence on other people, requires exercise, presence, conscious thoughts and conscious actions from your side. Grab the opportunity.

Use your energy and your life so that you can influence and create. Find the meaning of your life – because it is there! Allow yourself to be precisely who you are and make the best opportunities of life.

The world needs leaders. Be a leader! Become a leader!

It is not always easy, and you are exposed to everything. It's the way you handle the challenges that determine your personal growth, and thus the impact you can have in the world. It's hard work most of the time, but if you have the talent, the desire and the driving force within you, you know in yourself that you cannot stop. So, get the best out of it.

The world has merited with your presence and you deserve the world.

4 DILEMMA AS AN INTERNAL CONFLICT

4.1 FIGHTING WITH YOURSELF

When you truly begin your journey towards becoming a leader in your own life, you will sooner or later face choices that end in a dilemma. Most people have tried it to a greater or lesser extent, so it may not be completely unknown to you.

What is a dilemma? First and foremost, there are inner and outer dilemmas. There are many good models of the outer dilemmas, for example, Balanced Leadership, where it is about balancing tasks and actions in relation to internal and external requirements and expectations. Here you will find lots of literature that you can refer to, including models of Change Management, Situational Management and more.

Here, I want to focus on the inner dilemmas that feel like an inner conflict, where you seek to weigh up a point of view, a decision, which leads to a choice, measuring the pros and cons of both options. You are searching for an answer, namely, what would be the right thing to do? As you hold on to the notion that there must be a correct answer, you simply keep on finding arguments “on one side” and “on the other side”. Your thoughts circulate constantly around the problem. You’re frustrated, spending a lot of energy on this because you’re constantly in doubt. You get upset and go crazy whilst it appears to affect both yourself and other people and seems to be running out of control. So, there you are, in a conundrum. A dilemma is born. You know that you must make a choice, but you are terribly in doubt. Which arguments should win?

You could start by asking yourself this question: if you fight with yourself, who will win?

A dilemma is based on your own expectations, viewpoint and values, both in relation to the opinion you have of yourself and the opinion you believe others have of you. Furthermore, all of these things are based on your upbringing, the community you are a part of, and the sum of your experiences to this point in your life.

4.2 SELF ANALYSIS

Therefore, to solve a dilemma, you should start by ending the fight against yourself and begin an analysis of yourself.

For example, you can begin the analysis by asking some questions about yourself, and I can definitely recommend that you should write a diary/notes to help you:

1. Which assumptions of value do I include in my arguments?
2. Which attitudes and statements should I use in my inner arguments?
3. Is it true – or is it something I think is the truth?
4. Do I want my assumptions and statements to remain valid?
5. Do I want to live with the consequences of these assumptions and attitudes in relation to myself and the life that I desire in the future?
6. What behaviour does it represent in comparison to other people?
7. How trustworthy am I, if I maintain my expectations in relation to my behaviour, my desires for my life and what I think is important in my life?
8. Which assumptions and statements do I wish to deal with (because they no longer have to be 'truths' and thus govern my life)?
9. What will the consequences be and will I accept them?
10. What will the consequences be if I love myself a little more, respecting myself and my wishes/my life more?

Now you have a far more distinct image of yourself, and on this basis, you will be able to make choices. These choices are not based on what is the right thing to do but based on what is most appropriate for you to do.

As a leader of your own life, you have no excuses for the choices that you make. Therefore, you should become much more aware of what the basis is for your choices and the root of your reasons, or so-called plausible explanations.

It is here that the actual battle should be played out, not against yourself but for yourself.

For many people, we let ourselves be blindly controlled by the opinions and attitudes of others. For just as many, it gives them a sense of misfortune, not to live their own lives fully because they feel locked and restricted in doing the things they would like to.

Live your life. Start taking control in your own life by becoming aware of *your* attitude and your assumptions. Use your freedom to think, to have your own opinions and values. With freedom, responsibility follows. Take responsibility for your own life. If you yourself are unhappy and prevent your own happiness, what can you give to others? How can you yourself be a role model?

Take a deep breath and then decide that you want to live your life, and not the life you think others expect from you.

5 HABITUAL THINKING AND HABIT BREAKING

5.1 THE LEADER AS THE MAIN CREATURE OF HABIT

Thoughts that run around your mind and self-assumptions which just lie unconsciously, are often guided by habitual thinking. We have a self-image about what “I am usually doing” or “I am just going to do”. Habits are the autopilots. They are linked to other habits in a connected web.

Some habits are good and healthy, others we ought to some extent, change.

Do you know that the main creature of habit is often the leader himself? They probably do not realize this, because they are often the ones who are at the forefront of change and change processes. That’s exactly why, because they need to expend so much energy on these tasks with outward focus, that they need to save energy.

Habits are the brain and the body’s shortcut to saving energy.

When we choose to work more consciously, and thus think habitual thoughts, it really requires an investment, i.e. more energy. This is done through focusing, analyzing and undertaking exercises on reflection with or without external help. It’s hard work my friends!

Brain researcher, general practitioner and author Troels Wesenberg Kjær (“Brain-friendly learning”) believes that the brain is plastic, in other words movable. He believes that we should keep this movement flowing via constant brain training through development and learning. Motivation triggers joy, and joy triggers, for example, dopamine and endorphins, which are the body’s reward system.

Long-term goals do not trigger happiness as such. Here it is the meaning or the consequence that we appeal to. There are short-term goals that can trigger this here & now reward, which gives us pleasure. Therefore, we should break down long-term goals into smaller goals so that we can maintain the motivation.

There is also joy in being challenged. It stimulates all of the senses and requires attention, motivation, and sets in motion the joy of expectation. Here, we often let curiosity and joy take control, and maybe forget to focus on what should be learnt.

We also fail with learning processes, and we should be allowed, to a certain extent, to fail when learning. We are often very skilled at doing things right, but also not very good at asking ourselves whether we are doing the right thing.

5.2 DESIGN NEW HABITS

One can design habits and habit-changing systems. Michael Kim, CEO at Kairos Labs, has developed Habit Design. This is based on cognitive science relating to how new habits are created and modulated, and the goal is to create sustained behavioural changes. “Motivation gets you started, habits keep you going”. Habit Design is the concrete design of a new habit, where motivation turns into a physical action that is repeatedly performed until it becomes a regular part of our behavioural pattern.

Michael Kim talks about Habit Loop, where designing a series of little habits to create a new behaviour is comparable to a jigsaw puzzle, where each piece contributes to creating a new picture.

He illustrates this loop through 3 phases:

Signal: An event. Something that clearly triggers the new habit. A clear marker (visual or auditory).

Routine: Design the habit in baby steps. It must occur just after the signal, be extremely easy, be described in 5 words or less and only last a short time.

Reward: It should feel good and only be triggered if you complete the routine. It must come immediately after the routine, and the routine must be a reward in itself.

He recommends that you make the reward social through recognition, togetherness and communal gratitude and like everything in the world, make it easy!

Michael Kim has the following suggestions for you, when you want to design changes to habits:

- Start small.
- Manage the consequences: if or when this happens, then “I must do this or that”.

- Create triggers (initiating measures), including the consequences.
- Design the habit so that it is easy to comply with. Always try to make it easier for yourself.
- Sit down and do it 3-5-10 times (not the rest of your life).
- Celebrate the small wins and acknowledge your successes.
- Beware the “so what” effect when you dive in and then have a realistic plan for what’s going to happen.
- Commit yourself as much as possible: two obvious ways to commit yourself to your plan is to write the plan down and tell others about it.
- Get a partner: There is a greater chance of success if you get a mate, i.e. another person to perform the habit with, or just someone who can help you on a daily basis to maintain your new behaviour.
- When tired, dehydrated and eating inappropriately or too little, you often cannot continue and fall back into the old routines. It may also occur when you are too busy, or you are feeling sorry for yourself. Therefore, be extra observant here.

Habit changes through an organisational perspective

I am tempted to start with a quote:

“If you want to go fast – go alone.”

“If you want to go far – go together.”

It is one thing to break your own habits, but something completely different when breaking habits in an organization. Culture is, to an extent, a jigsaw puzzle of habits. Therefore, it also requires huge focus and great investment if you are to turn or change a corporate culture. Here, I support others’ observations as well: if the top management does not completely promote investiture in the culture, it will fail! It is not an assignment that you can impose on others or call consultants to help with. They can assist with the process but will not take responsibility for it. It can only be done by the manager/managers themselves.

One way to start is by undertaking an analysis and asking questions.

Organisational support:

1. Is there a clear expectation/a clear requirement for a new practice?
2. Is there the opportunity to train and understand the new practice?

3. Is there a need for a second opinion or a review according to the plans, before the new practice is introduced?
4. Are there any enshrined procedures or best practices that should be considered?
5. Does anyone take them seriously?
6. Is there any system/technological support for the new practice?
7. Is there a requirement/desire for systematic reflection of the lessons learnt?
8. Should it be monitored and reviewed?

Social support:

1. Does it give new meaning?
2. Has anyone discovered that something new is happening?
3. Will it be recognised?
4. Is there a social community around the new practice, for example, with more people learning the new custom, is application upheld by those who have learnt it?
5. Will anyone directly help you?
6. Is it possible to work with another colleague – to have a mate?
7. Are there good opportunities to discuss the new practice (review the lessons learnt with colleagues, managers and users)?

Routines are also habits

A Danish-American research group has summed up their results by grouping companies that compete: “Companies must have a balance between exploitation and exploration, and the balance must be linked to the environment’s interchangeability. It’s always a dilemma because if you’re just exploring new methods, then there is a lot of expenditure. However, if you only use existing methods, you will probably become extinct because your routines become obsolete.”

This is stated by the Professor at the Department of Business Development and Technology at Aarhus University and co-author of the article, Dorthe Døjbak Håkonsson.

Routines are habits. The people behind this use the fable about the Hare and Tortoise racing, as an example to explain it. It is the tortoise who, through its frustrations of always being behind the hare, is forced to find new innovative methods to win the race. The hare neglects to develop because it is happy and content with its start.

According to the article, organizational theory can often assume that emotions are irrational noise. Some places have begun to take them more seriously. If you, as a leader, can understand the feelings that affect a team, then you address them instead of talking to the rational brain. This occurs only when you wish to explain that an organizational change or a new routine is a good idea.

5.3 YOURSELF AS A LEADER

The way you perceive yourself as a human being and as a leader has also become a routine. If you want to develop and become even better as a leader, firstly, you must see yourself as a person in development. There are many ways to develop yourself and your habits, and your habitual thoughts fill a lot of this.

We can cultivate our gaps in intelligence or learning styles, thus becoming more diverse. We can discover joy through new methods by practising, for example through cognitive/mental training. You can start with completely trivial exercises, for example, in the morning when brushing your teeth. Try to start brushing on the opposite side or with the other hand. Train your brain through small challenges and be aware of your training. It is not the result in itself that it is about, but the actual training of your brain, to exploit and strengthen mobility.

Troels Wesenberg Kjær defines the *power* of habitual thought as: when knowledge, ability and meaning are in place – and nothing happens!

How often does it happen, not just in change processes but with yourself in a process of change? Willpower alone cannot do it. When we need to train, it involves a lot of energy and requires that we make conscious choices.

In regard to your own habitual thoughts about yourself as a leader, you can choose to appeal to The Whole Person, rather than fragments. You will often be guided by assumptions such as, “I cannot allow myself to be too personal in my leadership.” Do you think this assumption seems out of context? You will be amazed at how inhibitory it may be that you allow yourself to practise, to fail and seem human. It’s actually, in itself, a bad habit.

There is a big difference in being personal in your leadership and being private.

I would like to point out that being personal as a leader, is about *the means of* utilizing yourself in your style of management. As such, you do not need to share your private life

or private feelings, or become best friends with your co-workers and colleagues. We build friendships up over time regardless, and require an investment and an opening from both sides. However, it is not evident that this is what you desire. Being professional is not about lacking feelings, but more about how we live up to a responsibility and a commitment with professionalism and respect.

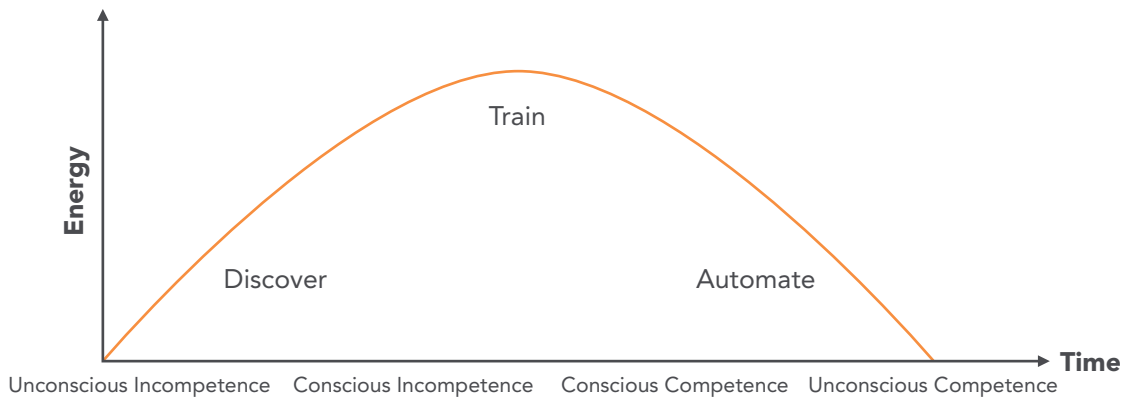
Try to observe your own habitual thinking in regard to being a leader:

- Where do your assumptions come from?
- How do you see yourself as a leader today?
- What type of leader do you wish to be in the future?
- What do you want to change?
- How do you wish, step by step, to change the way you apply yourself in your style of leadership?
- Imagine yourself as your very own role model, whom would like to be a clone of
 - many different types of leaders that you admire. Study them.
 - What do they do?
 - Why do you wish to be like them?
 - How can you become more like them, in very specific ways?
 - In which area are you going to train/focus?
- How do you want to get started, small steps at a time?

Since it takes time and energy to change your habits and thus ascribe new behaviours, then it must also be valuable to you. A strong recommendation is therefore: give yourself time for the self-analysis and really feel this within yourself. How important is it for you? Dive 100% into the task so that you can seriously draw on your willpower or determination, doggedness and self-discipline. I often say, in order to persevere, we need to know what we are striving for. In this case the vision of the leader that you want to become.

I would also like to draw attention to Maslow's model for the 4 stages of learning (**see figure 3 below**), where he primarily illustrates the various phases of learning. Here you can see the connection between the energy and the time needed to create new habits and routines.

Maslow's 4 stages of learning



There are probably many things in your leadership that you are really good at, but it does not mitigate the need for constant training. The more aware you are about what you do well, the more you can refine your skills and talents. At the same time, you keep your brain in shape and, as brain scientists point out, this in itself prevents us from rigidity and becoming old before our time.

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Therefore, instead of complaining about the effort required to continuously improve your skills, consider that we, fortunately, will never stop developing as leaders because it is so much about developing ourselves personally.

5.4 YOURSELF AS A LEADER, MAKING CHANGES

An issue I often encounter is the leader himself in relation to change. By all means, you can be willing to change, but are less eager to take the consequences. You have to want to change yourself. Changes begin with a thought, a setting, guided by values, will and desire, and for the vast majority of us, out of necessity! We very rarely change ourselves on the basis of a desire for personal change. Instead, we change because of external circumstances, such as a job or relationship we wish to end, or other major changes that we are exposed to.

I often challenge leaders when they say that they are change-ready, and tell them that they should look at themselves and be honest. How willing are they to change? Change readiness is actually something that we, in many companies, demand of our employees because the world is constantly altering, and to survive we must adapt to change. It is a reactive action, again guided by necessity, more than by desire.

The willingness to change is more guided by desire and thus more proactive. You consciously seek out the things that should be changed, including yourself.

Try to think about this:

- How willing are you to change?
- What do you want to change?
- Why do you want these changes?
- What are your driving forces?

Another thing that you can begin observing and analysing, in terms of yourself, is your own creative and innovative thinking:

- How and where do you believe that you think best?
- How do you assimilate good ideas?

In a world that is constantly changing, it is necessary to innovate and think creatively. As people, we are superior animals in terms of our ability to imagine the future, and we all have this ability to a greater or lesser extent. In other words, it is not that you start by inhibiting yourself, by deluding yourself that you never acquire good ideas or that you're

not able to think creatively. Instead, be aware of how you think creatively and under what circumstances this ability thrives best within you.

Become aware of whether you have the preference to gather energy as an extrovert, or as an introvert. The preferences that you choose come from Carl Gustav Jung's types of indicators in a JTI (Jung's Type Indicator) or MBTI (Myers Briggs Type Indicator) personality test, but they are also found in just about any kind of personality test. Carl Gustav Jung was a Swiss psychiatrist (1875-1961), friend of Freud. Jung developed deep psychology, also known as analytical psychology. The MBTI was constructed by Katharine Cook Briggs and her daughter Isabel Briggs Myers. It is based on the conceptual theory proposed by Carl Jung,

who had speculated that humans experience the world using four principal psychological functions – sensation, intuition, feeling, and thinking – and that one of these four functions is dominant for a person most of the time.

I, for example, am an extrovert, very intuitive and curious, and therefore I often acquire good ideas as I speak or whilst sparring with others. I “think while I speak”. Introverted types often have good ideas if they go for a walk, or in the morning after a good night's sleep. Neither is better than the other. These are just two different types of energies or types of people, and that of course is why we must be aware of the methods and contexts that work best for us.

Find the methods that work best for you.

In the following chapter, I will introduce you to “The 7 Leadership Levels” as a model that you can incorporate into your personal development.

6 THE 7 LEADERSHIP LEVELS

6.1 WORKING WITH THESE POSITIONS STEP BY STEP

The model is built around other theories about people's positions and projections. It is provided by other competent consultants' practical experiences and perceptions and my own analysis and considerations. Thus, I cannot point out all the theories and people who have inspired me and would therefore, recommend that you also continue your search for knowledge and inspiration elsewhere.

For me, the intention has always been about practicality, namely what works, rather than who has said or written it. To me there is no patent on truths, and therefore I also share my knowledge and my assumptions with you, so you can take what you think works best for you.

For each level, and to get from position to position, there is an ocean of personal development steps. Therefore, there is a diverse range of types and levels of development at each stage. Some people may just "land" on a new step, others have been there for a while, some will not continue, and others will be on their way to the next step.

Just as we are different as people, we also act as leaders in a very different way. However, I have learnt that these very simplified personality traits reoccur. It is through this that we can recognize which management level a person is on and thus also ourselves, in any given period of time. This makes working with leadership training easier to handle, and the training can be better addressed and adapted to the individual.

In the following pages, I will explain each level from a position perspective and provide some instructions for training, together with descriptions of the different types of leader/people on each level.

Let's begin by looking at **figure 4**, "The 7 Leadership Levels".

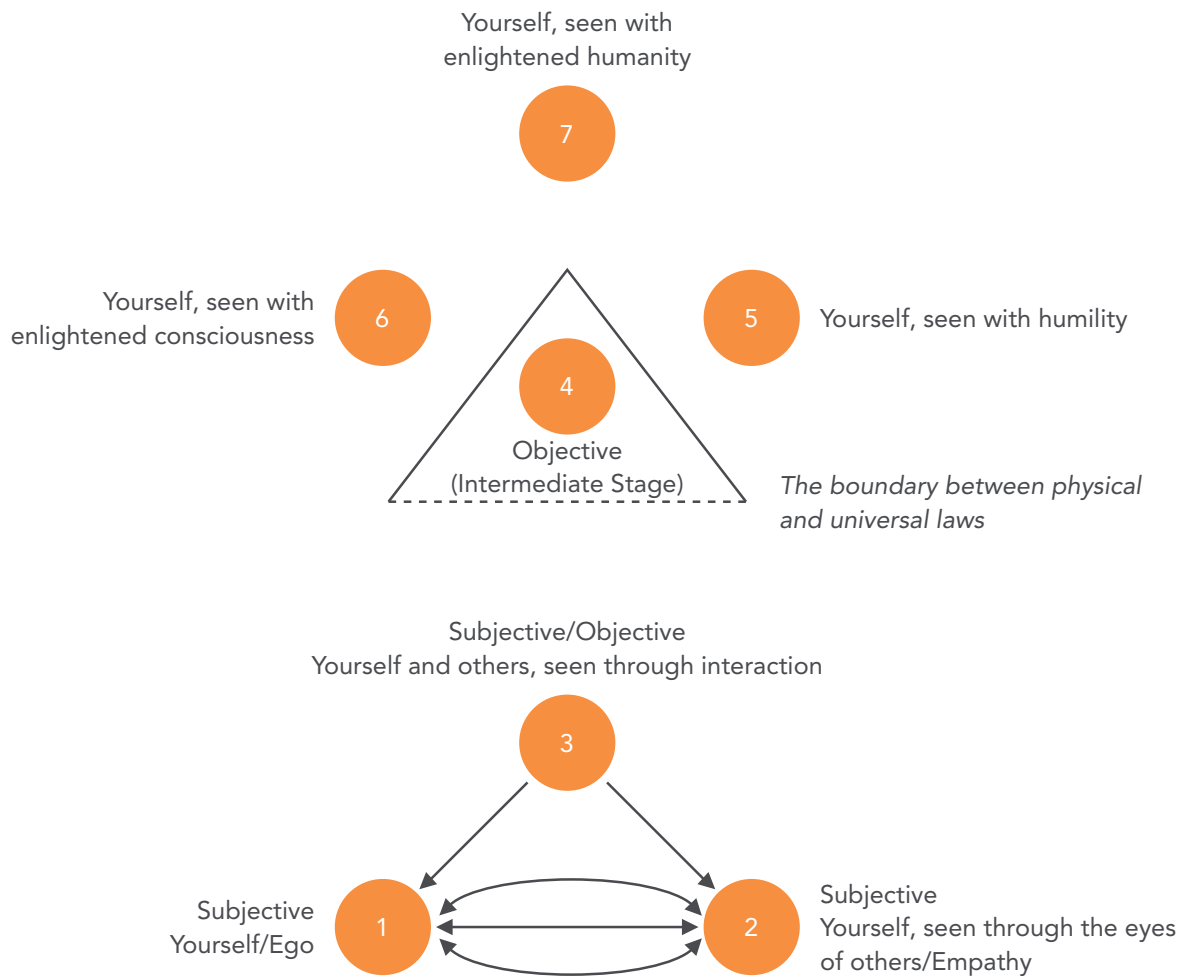


Figure 4

POSITION NO.1: YOURSELF

It is who you are. It is not what you do, but the person you are. Your identity, your ego, your embodiment. What you are born as. The person you were born as.

When you are born, you are just you. You are born loved and you are born free. Very soon you begin to perceive that there is a world and someone around you. You begin to discover yourself through others perception of you. You mirror yourself on others, and this mirroring (projection) starts your self-perception; Who am I? It is subjectively considered. It's through your sensations that you begin to shape yourself.

Here in the 1st position, you start as a leader, first and foremost to take responsibility for yourself! This is where you must always return, to be the leader of your own life. This is where you need to place your consciousness so that you can draw the maximum amount of energy you need.

Many do not go beyond this and some go through life without having their own position connected to their personality. They can easily be happy people who think they've got a lot of good out of life, and it is possible for them to accomplish anything. They just do not have the same outlook as you in regard to leadership.

We must remember our 1st position, because this is where everything stems from. All of our potential comes from here. It is our identity, the one we were born with, our building block.

I call it also our epicentre. Grab your epicentre, and then let the rings spread out into the world from here, with a big uproar, big reverberations. It's not being selfish. It is about using your potential in the best possible way, so that you can make the greatest difference both for yourself and for others.

The training at this level is primarily about how to handle yourself.

I want to use a good little model devised by another astute consultant, which I call "The Three Kites". Imagine that you have three big flying kites in your hands. The lines are unbreakable and cannot be snapped, but when it is very windy, you need to clench tight and use a lot of effort to hold the kites (**see figure 5**). The kites are your body, your thoughts and your emotions respectively.

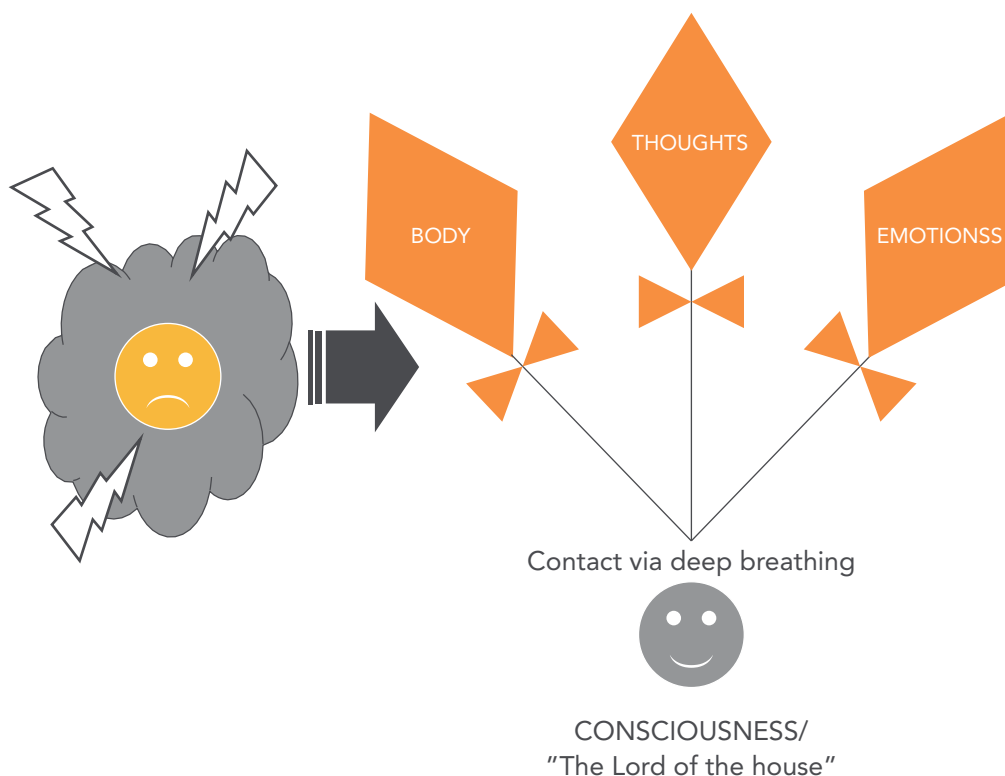


Figure 5

You, the one holding the lines, are the Lord of the house: Your consciousness. The contact to your consciousness lies in the lines, which are controlled by deep breathing. Therefore, you must breathe deeply to feel the touch of consciousness. Take a deep breath. Feel yourself inside.

The model illustrates several things, but first and foremost it is about what we can and can't control. When it is not windy, you have the feeling of control over your body, thoughts and emotions. You are in control! Then comes a hurricane from the west, and you feel, to some extent, that this is something that you have no control over. You fight and struggle hard to maintain some control.

Imagine, at the same time, you have a right and a left hand fighting about which line they want to hold on to, i.e. an inner conflict or dilemma. It's far from a good situation to be in!

I often see people in this fight for control while at the same time, fighting internally. The more they fight to hold the kites, the less they remember to breathe deeply and the more they fight internally, the worse it will be. What do you do?

1. Stop this inner battle with yourself. Fight for yourself.
2. Breathe deeply. Observe your emotions. You do not need to control – you have to deal with it and go with the flow! Become a good kite flyer instead and trust that the lines will probably hold. The storm will move away again.

A storm can easily hit just one of the kites, for example, anxious thoughts and doubts. The thought-kite now requires all your energy, and its turmoil is transmitted to the other two kites. Your emotions-kite now also begins to float uncontrollably, and your body-kite begins to spin around.

- Take a deep breathe.
- Take control of your thoughts by consciously stopping the concerns and focusing on other positive thoughts.
- Handle the situation instead of picturing yourself having to completely stop and control all your thoughts. Just let them fly, like the kites, gently in the wind.
- There are differences between these thoughts and your conscious thoughts. Use your conscious thoughts for handling these concerns and let the others float away.

At worst, worrying thoughts may take the form of anxiety, which creates a blockage further down all three lines, thus obstructing access to your consciousness. Your body can become sick with anxiety because it cannot live an extended period without contact with your

consciousness. Your emotions worsen, and you feel a darkness or depression. Here you may need outside help that can dissipate the anxiety in the blockage. However, you must also go deep inside yourself and feel your life energy, the love of life. From here you can gather the energy that is vital to you. The power of love is so great that it can solve the anxiety, although it may take some time, as the opposition to love is fear.

Do not fear life, love it instead.

I have always wondered why we humans choose to cultivate fear rather than choosing the love of life, ourselves in life and thus also our own existence/love for ourselves.

For many, the fear of dying overshadows the awareness that they are alive and the life they are afraid of losing. Therefore, they deprive themselves of the opportunity to live. In fact, they become “dead in life”.

Live something more, love something more. You have nothing to lose and everything to win.

The choice is yours.

POSITION NO. 2: YOURSELF, SEEN THROUGH THE EYES OF OTHERS

As we grow up, we begin to see others in the world. The first people you mirror yourself on are your parents, biological or not. You start to put yourself in the other’s place and begin to see the world from here, including yourself. It is still subjective, through your experiences, and you begin to imagine where your 1_{st} position is placed in the 2_{nd} position.

We practise this mirroring or projection throughout our lives. The responses that we receive add to both our own attitudes, assumptions and values, and also the thoughts we unconsciously accumulate. We are greatly influenced, and many researchers believe that 70% of our own perception is governed through our upbringing and the environment.

Therefore, pattern breakers have used unimaginable amounts of energy and self-reflection to break this influence to become anything else than they assumed they would be.

The ability to mirror will create empathetic behaviour for healthy people of sound mind. People with mental deficiencies, e.g. renowned psychopaths, can be fantastic at emulating empathy, that is, the ability to understand the effect of this behaviour on others. However, they lack an emotional connection with other people, and they therefore cannot be empathetic. They are totally selfish in their behaviour.

Some people focus so much on the 2_{nd} position, and are so good at this, that they are hardly being their true selves anymore. They always see themselves as they think others see them. They become very empathetic, constrained through being self-effacing, and forget about themselves at the expense of others.

It happens to many people, and I think it may occur more with women. This is, perhaps, because they principally develop this ability through motherhood and hence their own mothers, whom are their role models. They make “sacrifices” for their children on the assumption that they are doing the best for them.

Being so focused on others is often governed by a great need to be recognized. When you are in the 2_{nd} position, it is through other people and their articulations that you can perceive yourself in life, and not so much through self-recognition and self-love. Consequently, for some people, a resolute addiction to recognition from others can arise. These people are unable to self-acknowledge and instead spend extensive energy and time on others, so that they can reap this recognition. It can become rather morbid and to some extent becomes inhibitory to acknowledge themselves.

Here, I have met many people who have been suffering from stress. They do not feel that they can move on. They lash out and fight and cannot understand why the world is as it is. They cannot see their own role and sit back with a deep sense of helplessness. They cannot see the power they themselves have, that their thoughts always are their own and they are free to think for themselves. They suppress some situations that they themselves do not consider capable of changing and believe that they cannot do anything else. At the same time, they fight against these circumstances, because one side of them does not want to accept that that’s the way the situation is for them, and where they are now. The grass seems much greener on the other side.

This almost constant sense of powerlessness makes them unhappy, and in the worst case it begins to erode their self-perception. They have thoughts such as, I’m not good enough, I’m worth nothing, I cannot get out of this situation.

They feel like victims with statements like, I cannot do it myself, it’s the fault of others and the stupid boss who does not understand me.

No matter what reactions you get from others, regardless of the situations you are in, you should practise becoming aware that your emotions and thoughts, that belong only to yourself. It is you and only you who can change this. Emotions are emotions, but you can, with conscious thoughts and conscious self-chosen focus, change your emotions. You

can especially change those that are close to exploding, often in front of others in actions or statements, we later regret.

The greatest expectations on our performance, are often our own. You are, in other words, your own worst enemy or worst boss. Become friends with yourself. Change your inner boss.

Working with these positions, or personal development, means that none of us can consider ourselves free of the above to a greater or lesser extent, at some point in life. We cannot develop from the 1st position and higher up without going through all the phases, and each phase has its own learning steps.

It's through the 1st position that you can draw on the energy of life within yourself. You cannot do that to the same extent if you place yourself extensively in the 2nd position. Here, you are only able to pull a fraction of your life energy into your work and this causes imbalance and fatigue. You simply get worn out.

The training at this level is primarily about becoming aware of how you see yourself and how you get in touch with your feelings.

The good news for you, located extensively in the 2nd position, is that you can do something about it. Through breathing, reflection, willpower and realization you can train to become aware of yourself a little better, and slowly start making the choices that are appropriate to you.

Tap into your experiences to use more positive energy and more flow as your guidelines.

Begin practicing by observing and writing your observations:

1. What gives you energy?
2. What consumes your energy?
3. When does it occur?
4. What do you do in this situation?

When we need to practise something, we must become both aware of what we are good at doing and what we do less well. If you are not even aware of what you do well, how will you do it even better?

Become more consciously aware of your thoughts and focus positively on those thoughts. Stop the negative feelings and all your concerns, by consciously focusing on the more positive ones. There are also habits/habitual thinking, and therefore there is a need for a lot of practice.

Why postpone until tomorrow what you can do today? Remember that you can make these choices for yourself right now!

It does not require more preparation, and therefore you are already in progress. Take it one step at a time.

2_{nd} position leaders are generally empathetic, industrious, responsive and often seen in middle management positions.

There are several women whom are 2_{nd} position leaders and very skilful in that position, thus it's definitely not everyone who gets stressed. However, there is a tendency for this to become stressful, if they do not learn to move from the 2_{nd} to the 3_{rd} position in their leadership development. Most often they see themselves as helpers rather than leaders, and unfortunately become victims or martyrs, if they do not pay attention to their own worth and their role.

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Some choose to remain the leader at this level, and they certainly also do a lot for others and thus, for the world. It is no shame and there is, to some extent, a need for all types of leaders.

If you recognize yourself as a 2_{nd} position leader, then train yourself to move from the 1st position so you can acquire even more energy for the important work that you do. Practise becoming more aware of yourself and your way of life and remember that self-effacement does not make anyone feel good.

When you, in this way, consciously work with yourself, you also work with your personal integrity. It is your greatest protection against, for example, stress and demanding tasks and circumstances. Find the best approach for you. Find out how to take best care of yourself. Prioritize yourself as much as possible, because without yourself, you cannot do anything for others.

Being a leader to others is not about giving yourself 100% to others. It's ok to be engaged and passionate about your work, but it must never be at the expense of your own life. Remember after all, it's only a role (a job/task) you've taken for a period – nothing that you, as such, should spend your whole life on.

Find the meaning of your life, which is not just about your working life. We do not always love our work, but we should practise loving life more.

POSITION NO. 3: YOURSELF AND OTHERS, SEEN THROUGH INTERACTION

Regardless of the managerial context you have worked in, you have had some experience of this position or, if nothing else, a small glimpse of it. Here I would like to point out that it is not just about leadership in the organizational context, where you have a formal executive role. It is also in all responsible posts, including parenthood, where you have a responsibility and obligations.

It is precisely the role of taking responsibility as a leader that places you in the 3_{rd} position. The metaposition, as it is also called in psychology, is the ability to see yourself objectively, but still maintain a very subjective foundation in your sensory experiences.

The transition from the 2_{nd} to the 3_{rd} position takes place gradually over time, and therefore you can work satisfactorily in both positions, depending on the context, terms and framework.

When you are a 3_{rd} position leader, you relate to yourself and take responsibility for your own roles and the influence your own actions have on others. You are also aware of how other people's actions affect yourself. You work more consciously with yourself and begin to sort through your thoughts, so that you are no longer so affected by what others think about you. Your personal limits open up to you and you become more aware of where your own boundaries stretch to and where you want them to go. This is also where you become aware of your own integrity.

The work of sorting through your thoughts includes cleansing. This is the process of clearing out in your life, your relationships and the things that consciously and unconsciously allow you to influence and therefore, take control of. Here in the western world, we are all too often in control of material things. The more we own, the more afraid we become of losing them. Remember a wise old saying here, "everything in life is borrowed". We come into the world with nothing and we leave it again taking nothing with us. You may wish to dress up in gold and silver, however, do not let your clothes alone define who you are. For doing so, you lose yourself along the way.

The majority of leaders are in the 3_{rd} position, and many of them remain here. They definitely play essential roles in the world. They work responsibly, earnestly, loyally and always from their own viewpoint, with the best intentions. Every day they practise interacting with others in the best possible way, as they see it.

It is indeed learning by doing that characterizes leaders in the 3_{rd} position. Here we find initiators, entrepreneurs, helpers and all the types of leaders we can think of.

Working as a leader is not about being smart enough. Regardless of other skills or the lack of them, it is about the person themselves. I have experienced many people who have been given leadership roles/management posts solely based on their professionalism. They have not acquired leadership skills, and that is not good for neither them nor their employees. Many executives are not even 3_{rd} position leaders, and it disappoints employees who expect more of them. Remember, you may be at a much higher personal level of development than your boss, and therefore you also expect the same from him or her. However, they are not at your level and not because they do not want to be.

We can learn a lot about leadership by taking an education in it, but my experience is that it alone is not enough. Unfortunately, there are people, who are not fully aware of this. Leadership is about training and there should be a place for this training, support and guidance in daily life. This can take place via mentors and coaches, and it is not so important whether they are located inside an organization or recruited externally. However,

it is in the workplace itself, through daily casework and on the job experience that the training takes place, and it is best to have sparring partners and/or coaches.

We can learn so much from each other if we allow ourselves to embrace this and have the necessary time for it. A master can learn from his student, just as the student can learn from his master. This is because leadership is primarily about how we as people, human beings, handle our inner feelings and thoughts.

These are non-tangible matters which are incredibly important. Unfortunately, we cannot find an 8-point strategic plan, where you start with level 1 and end with level 8, and then you are a leader.

It requires a lot of courage, endurance, persistence, understanding, constant curiosity and desire to learn, with both a mix of openness and inner scope. It involves respect, self-respect and working on your humility and self-understanding. Also, you need to understand that we will never be finished. Every time we think we have learnt something and can handle situations and ourselves in situations, something new happens.

We must learn to understand without understanding. The world and we humans are so complex that we use all our energy to understand life externally, and thus we lose our understanding of ourselves. The focus and the energy that we use do not allow us to be constructive.

The training at this level is primarily about how you understand and take responsibility for yourself.

Start by building an understanding of yourself, your potential, and getting the most out of yourself to become the asset that you are.

As the 3rd position is so real, familiar to many and a stable step, and at the same time with scope for many personal development steps, there are extraordinarily many that remain at this management level. For many it is also about peace of mind, to stay in their comfort zone.

It is also the position where habits are placed, and so it can seem too difficult and inconceivable to move on. Many may occasionally feel a little pang to want something more but dismiss it. I'm as good as I can be. There is no need to complain because, for the most part, it is nice and easy, effortless and convenient. Why changes the status quo? There are daily challenges, but I can handle them, and that is basically quite a reasonable response. So, I can also take retirement in peace and quiet when ready, and I have savings for other things that I prioritize in my life.

Is that familiar to you?

It is ok. Some, however, gets a bigger pang, and do not wish to stay in their comfort zone. They begin to get restless, unhappy, dissatisfied, and often encounter great incomprehensibility from others. Is the life that you have not good enough? Why not just adjust and adapt? What are you striving for? Or something along those lines.

Is that familiar to you?

It is also ok. You probably have a desire to get more out of life, and maybe it's about getting the best out of all your facets, to progress towards other leadership roles.

POSITION NO.4: YOURSELF, SEEN OBJECTIVELY (INTERMEDIATE STAGE)

Before I explain in more detail about this level, it is important to emphasize that even though we move up through the leadership positions, we continue to work on all the underlying positions. There are always new situations arising that we must learn to deal with, and we are constantly discovering and becoming aware of new aspects to ourselves via training and refinement.

Again, it's not a job we'll ever finish. As mentioned earlier with personal development, it relates to gaining awareness of ourselves as leaders at the different levels and we cannot go back again. Once you have arrived at the 3_{rd} position or 3_{rd} level, you can no longer go back and not have the awareness of what the 3_{rd} position means for you.

At each position there are countless personal development steps, in which you lift your energy (almost pure quantum physics), without necessarily having elevated yourself to a new leadership position. Leadership development is also personal development, but you can easily develop yourself personally without developing yourself as a leader.

The 4_{th} position is an awareness level, which extends beyond your sensory/physical experiences, illustrated by the dotted line in the figure. The dotted line in **figure 4** also illustrates the transition from a physical perspective to a more universal perspective, where the Law of love is the greatest (a concept from spiritual and existentialism learning), and where the Law of Attractions also have a strong impact. People who do not utilise the power of love for themselves, for life and thus for others, will not be able to reach the fourth position or higher.

At this level you are very conscious of what you are thinking, where you come from, what has shaped you and continues to shape you. You are very aware of what you feel, what triggers your feelings and what assumptions and values lie behind your feelings. You are aware that thoughts and emotions cannot be controlled, but that they are something you should always learn to deal with. Therefore, you are both strong and extremely vulnerable at the same time because you are constantly in a learning process. Your intuition is indeed also in play here, and you begin to understand that the more you learn about things, the more you find that there are many things you do not know about and are lacking in knowledge. You have thoughts of wonder and are very curious.

It's the most unstable position because you're actually in a state of being "in between". An intermediate stage. You are beyond the 3_{rd} position but have still not reached the 5_{th} position.

Most people stay here, somewhere between the 3_{rd} and 4_{th} position. There is also a lot to learn here, and awareness is constantly increasing.

They get glimpses of themselves and situations, seen from the 4_{th} position, as they enter their daily work in the other 3 positions. To be constantly learning about awareness is an ongoing exercise, and it is hard work that certainly requires something from a person. Therefore, the position becomes unstable because we cannot stay here all the time. When you are in the 4_{th} position, it feels internally like a personal divide and you may choose, from time to time, consciously or unconsciously, to rest for a while in the 3_{rd} position.

It can also give a feeling of personal dissatisfaction, an uncomfortable sensation, and it can be a feeling that can last for many years. This is because circumstances require our full presence, e.g. in the 3_{rd} position, where the operation and interaction with our fellow human beings consumes most of our time.

The training at this level is primarily about how you consciously work with intuition.

For people who want to exercise their intuition somewhat more and learn more about complexity (without going too deeply), it's a great place to be. It is very exciting because it is so instructive, and you feel so alive and part of life. You can feel its presence when it is greatest. It is indulgence, creativity and personal growth with great style.

In connection with this, I would also like to highlight intuitive training from two perspectives: the intuitive stomach sensation and intuition from consciousness.

The intuitive stomach feeling is based on everything we register with our five senses. Our own life experiences that are stored in the body. We can train ourselves to listen more to this stomach sensation and act upon it. It requires the self-confidence that we trust our instincts and experiences, and our ability to make reasonable choices. This is because we know that we are always trying to make a choice based on our best belief at the moment we make the decision.

We take responsibility for this choice, and therefore we take responsibility for what we are and can do, at that particular time.

Many leaders can benefit more by learning to listen to their intuitive stomach sensations, and it will undoubtedly make everyday a little easier. This is because we do not always have the required time to analyze everything in detail before we take a decision. Learn to trust yourself more, your own intuitive stomach sensations, and of course, be prepared to take the consequences.

The other kind of intuition is more diffuse. It is intangible, like an idea or a sudden whim. We listen to something that is not there. We see something that is not there, and yet we know that it is present. Being intuitive. It can relate to everything, from the physical and the professional to the psychological. It takes much greater courage to rely on these experiences, and we often reject them as something silly. We dare not share and involve others in our ideas, thus denying this ability that we have.

The training consists of daring to vent your thoughts and ideas, and to be far less self-critical. “I do not know anything about that” or “it was just a crazy idea, sorry!” Just the sense of feeling generally stupid, ensures that, to some extent, we do not continue with the training.

This kind of intuition is also rejected by many because it may remind them of something spiritual, clairvoyant or a crazy mind. It is rejected as some religious romantic nonsense, and as an intelligent thinking creature, one cannot fall into something as trivial as faith! The greatest physicists, such as Albert Einstein, knew that there is a real power that exists and that instead of fighting it, we should fight more to achieve the greatest possible contact with it.

What you choose to believe in and what you do training-wise, is of course completely up to you. I'm just trying to illustrate to you what you can do and how you can use it. I want to give you an understanding of something that it is both an ability and a talent, that requires training, focus and exercise to be able to be used constructively.

Some have more talent than others, but if they do not use this talent, then people with less ability can do much better. This applies to all the abilities, skills and innate talents that we have.

If you have the desire, try to work with your intuition, both the one you have in your stomach and the one that comes from your brain or your heart. Listen inside. Practise seeing how often you are right. Recognize your abilities and thereby increase your potential. All people have it, so trust yourself. Do not be afraid. It's not dangerous in any way, and it's completely up to you how visible you make yourself to others, just do not degrade yourself.

Therefore, from the 4th position, we work with what are called the Universal Laws, where the 1st to the 3rd position are the physical laws (action and reaction). The greatest universal law is Love, and therefore you cannot progress onto these levels without love. The Law of Attraction is probably the principle that characterizes the universal laws most, in that we consciously or unconsciously attract things and events. I do not wish to go into detail, but instead refer to other literature on the subject. However, I can point out that, the basis for the reality we both perceive and create for ourselves relates to attitude and thought.

There is only a fraction that continue to the 4th position, and even fewer who really train in this position by increasing their awareness. There are also very few capable of reaching the 5th position. However, there are many who glimpse themselves in the 4th position, but that is something else.

Pushing forward through the leadership levels requires strong men and women. Therefore, a heartfelt desire and willingness to develop yourself is not enough. This really calls for "work". You need to know something about yourself. It's ok to get help/helpers, but in the end, it's you and only you who can do the "work". It requires a lot of perseverance and intense training and an eternal quest for inner insights, discoveries and experiences.

If you can feel this pang inside, this calling, as some label it, then appreciate that rewards are on the way – and allow the journey itself to be the actual goal. You do not have adequate imagination to envisage what you are capable of. Remember, you're on the way to being on

board the Universal Laws where what seems impossible is possible. It's infinite, you're on the way in, and we, as humans, do not have enough understanding and insight into this to be able to see the big picture.

You do not need to.

Use your intuition. Understand without understanding. See the world without understanding everything. Accept things as they are. Recognise that there is a meaning, although it seems meaningless because we cannot see it. Believe that life continues and that the sun will rise tomorrow – even if you do not.

Accept your terms. Consider the challenges which you nevertheless cannot change and use your energy to change the things that you really have an influence over. Choose your challenges carefully and above all else, stop fighting yourself.

Be patient. Your impatience can be your greatest enemy here in the 4th position. Go with the flow. Believe in fate and start to see and realize where you ought to be heading to and what actions are appropriate for you, making the most of them. Realize that there are things you need to take control of and things that you just need to get rid of completely.

Make your choices with your head and your heart. Look after yourself and your core values.

Believe in yourself.

POSITION NO. 5: YOURSELF, SEEN WITH HUMILITY

5th position leaders that we meet are inspirational leaders, both in organizations, in politics, NGOs, voluntary jobs and small or large communities. Here we are talking about leadership and not just management, to distinguish between personal leadership and the common perception of a leader, namely a boss or manager. You can be a leader without being a boss or manager. Being a boss is an organizational title and makes it visible to others where responsibility lies, and thus what leadership powers you have been awarded over others. A leader, on the other hand, cannot relinquish responsibility for his personal leadership, his thoughts and actions, and thus the responsibility for the influence bestowed upon others.

The influence that a person can exercise in the 5th position, goes far beyond what is immediately apparent from physical obstacles. What seems impossible becomes possible.

Think of a person like Nelson Mandela, who lived from 1918 to 2013. He was a South African politician from 1994–1999 and became the country's first democratically elected president. From the beginning of the 1960s, Mandela was the undisputed leader of South Africa's greatest liberation movement, the ANC, who fought against the introduction of apartheid from 1948. He was a self-educated lawyer and, in 1952, opened the country's first black law firm with a partner. By the end of 1961, the ANC decided to launch an armed struggle against white rule. As commander, Mandela was sent for training in Algeria, where

he, in 1962, was arrested and detained. In 1965 he was sentenced to life imprisonment. A massive international campaign made him a world-renowned politician, and from 1986 he began discussions on liberation and democracy with the government. In 1990 he was released after 28 years in prison.

Mandela stood for peace. A role that he has become world famous for. He forgave his enemies and himself. He had, to a certain extent, worked with himself, thus making the impossible, possible. All the odds were against him, and, many times, it must have seemed hard for him. However, he did not give up hope or faith in peace.

This potential, this huge inner “moreness”, willpower, determination, strong faith and strength in personality and integrity is in all of us. However, only a few can exhibit it because it requires so much energy and we must understand what it means to serve, without becoming servants.

Mandela fully accepted the circumstances and found possible solutions to move forward against all the odds. He created and brought these circumstances to his supporters, as well as his enemies, for the cause he stood for: peace.

The training at this level is primarily about how to get into the flow and humbly receive.

In the 5th position you take 100% responsibility for who you are, your abilities, skills and talents. Daily training and learning takes place through all the people you meet on your way. You constantly work on your humility and you are prepared to learn from all the people you meet on this path, through your experiences, mistakes and successes.

When a person has developed into the 5th position, it is the point of no return. You cannot go back. You are forever transformed into something else, marked with the lines in **figure 4**, which defines the boundary with the other positions from 1–4. The transition is more pronounced than for the other positions, and therefore also requires many more personal development steps.

Many struggles to achieve this, until they understand that it's not about fighting but about receiving. It is, to some extent, about daring to let go of some self-control in order to receive more. To let yourself go with the flow, be present and in the presence of both yourself and others. It requires that you totally accept the world as it is and, at the same time, identify with what role you want to fill, in order to create something better in this world.

The complexity is dealt with here. The paradoxes. You see injustice and fairness as different views of the world, more than fighting with whatever needs to be fought. Here you look at yourself with humbleness, like a human being who both can, but nevertheless cannot, do anything alone. Here you are both doing something for yourself and for others, and 100% for a cause, a mission for the world, and a mission for yourself. Here you are truly like a tool!

I myself have come to the conclusion that the work required for development from the 4th to the 5th position, is for people who cannot stop because it almost becomes a calling for them. They know it's hard. They are willing to pay the price (and there may be many), of being slowly put through both bitter and sweet experiences. I call it being refined. We are being refined to become sharp knives, but it hurts to be refined! Like feeling rough sandpaper on your back. However, no matter how bad the pain, one cannot stop. It is an inner driving force that seems so strong inside, that if you try to stop it, it will pop up through external resistance. This reflects on the inner resistance that is present in the struggle against yourself.

Only when you are able to stop the struggle against yourself and fight for yourself, in other words what you believe in, what your opinions are and what you want to do for the world, will you see yourself with real humility and live according to the motto, "ability is entrusted". You assume responsibility for what you are born with, what you are capable of and what feels so right inside, that you cannot stop.

Here, the authenticity, integrity and personal radiance grows and the charisma of being a leader increases significantly. It will be more than what you do. It will become who you are, in everything that you do.

5th position leaders are at ease with themselves. It does not mean that they are invincible or invulnerable. Actually, it is the opposite. They allow themselves to be affected by events and are not afraid to exhibit their own vulnerability. This is because they know they can inspire others. They are brave. They dare to be human. They take chances and know the risks if they open up, and they just want to get the best out of everyone they meet along the way. They are loving, self-loving and driven by great love or passion, if you will, in virtually everything that they encounter. To imply that they are engaging is an understatement. They are passionate.

As with all other positions, it is important to remember that there are many different personalities and stages of personal development steps for each position. You do not have to be a president or a well-known CEO or NGO to be a 5th position leader. If you have just "landed" in the 5th position, there may be "a distance up" to others in the same position who have worked there much longer, and the mission that one follows may have many outcomes.

Jim Collins, a recognized American specialist in business processes and author of several books, including *Good to Great*, mentions what he calls level 5 leaders. They build lasting, amazing results through a paradoxical combination of personal humility and professional willpower. Where level 4 leaders, according to Jim Collins, inspire people to follow them, level 5 leaders have so much understanding of the matter that they can get others to follow the cause. He does not think you need to be a charismatic leader to be on level 5, but to have a charismatic case that others also want to follow. There is no doubt that they must dare to take the lead, know what to do, voluntarily do what needs to be done, get people to help and have an insight. It is, therefore, an art to develop as a leader.

Jim Collins points to seven crucial factors:

1. Serve a cause with ambition on level 5.
2. Become a big leader (“I do not fail, I grow”).
3. Set mistakes in a new context.
4. Succeed by helping others (make them see what is in it for them).
5. Find your personal hedgehog (love the reason for your creation). Your mission. A hedgehog has the ability to protect itself from its outside world and still perform its tasks. The hedgehog is aware that it can be the only thing to do, namely to roll up when the fox attacks.
6. Build your team into a pocket of greatness.
7. Focus on your areas of responsibility and always ask yourself the question: How do you wish to change the lives of others?

5th position leaders have the potential to truly change the world. They have a huge impact on the people they surround themselves with, regardless of the number. They are, to some extent, an inspirational source for all who are interested in leadership, and who would like to become better in leadership. They can motivate and inspire, and they have an energy level that many envy. The world cannot get enough of such people and nobody is born as a 5th position leader. It takes thousands of hours of training to get there and then the rest of your life to keep improving. Thus, it is possible for the vast majority of us, if we want it and are willing to pay the price. However, it takes responsibility, hard work, willpower and self-sacrifice.

A 5th position leader cannot rest on his/her laurels. There is so much they want to achieve in the world, that they almost do not allow themselves any kind of rest. Not like stress or pressure, but driven by this inner fire, this passion or calling to make things succeed.

It may sound terribly dissuasive; why should I become a 5th position leader if I just give myself unimaginable workloads? As I said, I am myself convinced that you can do it if you cannot stop. If you have this unthinkable drive within yourself, this energy that just has to get out. If you try to deny it, you may risk a completely different kind of stress, namely burnout. On your way to becoming a 5th position leader, you may risk burning yourself out.

Imagine that you have an energy level of 10, which is the highest. You find yourself in situations where you are constantly told that you need to limit yourself. You try to limit yourself to less than what you are inside and manage, through huge inner willpower, to constrain your energy level to half i.e. an energy level of 5. Over time, you feel a personal dissatisfaction, an inner unrest, and cannot figure out what to do. This is because you remain static, and you have a strong desire in what you want to do, but you cannot find ways to use your optimal energy. The frustrations grow.

If you allow these frustrations to grow too big, not being able to apply your potential and the energy you have, you may risk burning out. You become like a nuclear power plant that melts down. It does not explode, it melts down.

It utterly hurts my soul when I meet such people. They are not on the 5th level but on the 4th level. However, they have the potential and can be close to the 5th level. They are skilled, deeply intelligent, have so much to offer, but have not managed to see their full potential, or can fully see themselves in the primary position. Therefore, they have not taken the personal and necessary responsibility to become what they were created for. They struggle with themselves and, at the same time, they sometimes hit their head against a wall without considering other ways to change, if they acted a little differently. They refuse to accept the situation/world as it is and refuse to give up but forget to include themselves in the equation.

How could it go so wrong, you might ask? There are many reasons for this, but first and foremost it is about daring to love yourself more, for who you are and the person you have the potential to develop into. It takes courage, just as it takes courage to let go of control and go more with the flow.

Today, I believe we live in a world where there is much more potential to become a 5th position leader, if you dare, and the more that we have, the more companies will be able to develop further. Perhaps I'm completely naive, but I believe the world is changing for the better, and that we humans are in positive development. Although sometimes it seems more like two steps back than one step forward.

After all, we build our futures on faith, hope and love, something that is inherent in all of us. However, that does not mean we should just remain at the same level, rather to the contrary. Here we should, to some extent, choose a conscious focus rather than cultivate the opposite approach.

Regardless of where we look, it starts with you and me.

To become a 5th position leader, you need to invest in yourself and focus on awareness development. Use your network and your curiosity to acquire more knowledge. Follow what immediately seems interesting to you and where you think you can learn something as a leader. Let me just conclude that I'm talking about Leadership, more than Management. Become a leader. It's a gradual process, where you can also find inspiration from the outside, and then start working on it inside yourself through your daily life and daily activities.

Seriously begin to do what you say. Stand by your convictions and make yourself, if anything, a role model.

I myself get inspired through, for example, Rotary and by the Rotary Leadership Institute, annual events at the Global Leadership Summit by Willow Creek, a community Church lead by Senior Pastor Bill Hybels, and many other events etc. This, together with plenty of great writers, such as Jim Collins, and through other topics such as psychology, theology, philosophy, the history of other cultures and science of different kinds (quantum physics, brain research, astrophysics, cosmic teachings, spiritual subjects, etc.). Other inspirations include great thinkers like Martinus and many more together with all the beautiful people I meet on my journey. We can learn from everyone!

Choose what speaks for you, find your interests, and realize that you are choosing what you want to believe in and where you want to get to. See, hear and listen to others, great leaders, and recognize that we all have a great potential inside. Give yourself more space and give plenty of space to others, including your employees, so that their potential can also be released.

Do not be afraid.

There are people, maybe also your employees, who are more skilled than you are. However, it does not make you inferior as a leader. Take yourself seriously. Take responsibility for your own leadership, live and breathe it.

POSITION NO. 6: YOURSELF, SEEN WITH ENLIGHTENED CONSCIOUSNESS

There are not many living people in the world at this position, and when we meet them, we are drawn to them. They make a difference just by being present. We often exalt them through different religious beliefs because we cannot explain in words what they are and what they can do.

We can feel them and feel their energy but, basically, we do not understand them. We are at a different stage of development, feeling at the same time hugely drawn by their vitality. Remember, they are just human beings, and the potential to reach the same development stage basically lives in all of us. Be inspired to develop yourself and find the own motivational factors which can help you develop your personality.

I myself have not met, for example, Mata Amritanandamayi, known as Amma from India, but the work she has done could well lead to a 6th position leader's work. Amma means mother and she has been given this nickname for her selfless love and compassion to all human beings. Throughout her life Amma has embraced, and therefore comforted, more than 34 million people. They have felt inspired, elevated and transformed through her arms, her spiritual wisdom and her work within global charity organizations. Amma says that when we get the energy from true love, everything is effortless, and she states herself that her religion is love.

The training at this level is primarily about how you use
your Being/your consciousness in everything.

Even though there are many of us who will not become 6th position leaders, you should never be afraid to see the great light, the great potential in yourself. If you have doubts that what you believe in makes sense, how will you make other people believe in you and have confidence in you? How can you ask others to trust you if you do not even believe it yourself? It's not about having to do everything ourselves or what we are physically capable of. When we work to move up from the 5th position, we break with physics and open a universe of possibilities.

We train and help each other in order that those people, who have a great potential in themselves, can utilize others to develop further. We all have a shared responsibility to get the best out of ourselves. It is not only our children that are our future. It is the sum of all of us, the sum of our common potential that creates our future. Thus, we are also obliged to use the abilities we have and to help others develop their skills. This is regardless of organizational standing, age, sex and other physical conditions.

6th position leaders must often be experienced before we can believe in them. They must be felt, sensed. It's not enough to hear about them, because our inner mistrust overshadows our imagination. Some become almost deeply religious at a physical meeting and, perhaps, that is why so many people do not dare to meet them. They are afraid to lose control of themselves. They say on the one hand that they do not believe in these leaders, and on the other hand they see them with this exudence of great power. They are actually afraid of them.

6th position leaders are not domineering people with power. They are highly enlightened people who have so much depth and insight into people and themselves, that they almost seem transparent. It's as though they have no physical needs themselves. They have no worries and rest in a total acceptance of all that is happening in the world.

These leaders do not perform/act in the world like we do. Where 5th position leaders can be directly measured on their results in all that they do, then 6th position leaders are their diametric opposites. This is because they do virtually nothing, and yet they achieve "results". Not physical results, but the human or psychological, transforming results through personal development.

This is illustrated in **figure 4**, where the 5th and 6th positions are placed opposite each other, separated and yet achieving.

6th position leaders simply have a different energy frequency. They vibrate in pure energy, and it is through their vibrations that they can transform other people. We can all experience glimpses of being able to do it ourselves, but it's not quite the same as resting in this frequency. To be present in this frequency.

They therefore seem superhuman, and that is what they are, in their own way. They are more human than others, so to speak, but despite everything, they are also human beings.

I cannot say much about what it takes to go from the 5th to the 6th position, and maybe it also requires some kind of inner revelation. However, these 6th position leaders do exist, so it's not just something I imagine. Yes, they are rare, but nevertheless alive in the world we know today.

The interest in meeting them is therefore usually very personal too. Some even choose to completely take a break in their lives to follow them, and to be helpers or servants. It is a great proposition, and then you do not doubt your belief in this person, this type of leader. It's not fanatical, but a pure and undisputed love. It is important here to emphasize that a 6th position leader never requires others to follow them. This is because they themselves are 100% loving, thus giving undefiled love to others with no pre-conditions or expectations.

Under no circumstances am I speaking about the self-proclaimed gurus who are missionaries bringing people with them. Some of these people are often only 3rd position leaders because they are not guided by pure love but by selfishness. It may also seem very alluring and very charismatic to many, but it is another form of charisma I am talking about here. It must not be confused with the charisma, a manipulative 3rd position leader is able to exhibit.

6th position leaders do not see themselves as the saviours of the world. They are not on a mission. They are just themselves. Of course, they speak with a wisdom and understanding and when they see you, it's as if they see through you, beyond you, and it will touch you deep in your soul.

You will meet unimaginable love in a meeting that stretches beyond time and space. You will feel a huge wow factor inside that lifts you and almost makes your head and heart explode. It's great, it's marvellous and it may sound scary, but it's not at all. This is because there is no fear, no doubt. Only warmth, presence and pure love. It's as if your whole soul is being embraced and kissed.

Yet they are just human beings.

The Dalai Lama could well be a person on his way to the 6th position. He is currently in the 5th position, albeit on a high step, and therefore reaps great respect and goodwill throughout the world. He has got a nickname, meaning "presence", and is often quoted for his wise words. His name means "the ocean of wisdom" and he stands for peace and unconditional love.

Some people talk about people "passing over". In other words, they can defy physical laws such as gravity, and that they may be in multiple dimensions at the same time.

For good reasons, I do not know what the full human potential is capable of, but I firmly believe that we can do much more than we currently know and believe we can. This is because we are in the middle of an evolutionary process and a mutation process, and it's happening more quickly now than it has done historically.

You can reject that if you think it's too much. You could also ask yourself these questions:

- Why reject the thought?
- Why do you think it is appropriate for you?

I'll let the answers be completely up to you but ask you to accept the consequences of your answers.

POSITION NO. 7: YOURSELF, SEEN WITH ENLIGHTENED HUMANITY

Presently, I do not think that there are people who are alive and are 7th position leaders. We know people, like Jesus and Buddha, who historically lived, if we believe in all the sources that have documented their existence as living people.

It's not about religion. For example, you may or may not believe in Jesus as the son of God and you may or may not believe in God. However, it has nothing to do with the fact that there are people who have been so significant in their leadership that they have changed the world, influencing lots of people far beyond their short life on Earth. Nevertheless, they can, if anything, be our source of inspiration to get the best in leadership from ourselves.

Within Spiritual Science, there is a belief that, as humans, we develop to become "real people." Martinus, a Dane from a small city called Sindal in North Jutland, a part of Denmark, who has written what he calls the Third Testament, points to the Conscious Evolution. He states that we as humans, within approximately 3,000 years, will develop into The Real People, created in God's image as we were meant to be.

Whether you believe in this or not, as such, it is unimportant in relation to this model. I just do not have the imagination to envisage even higher stages of development than what a human being, like Jesus, was able to do. However, I am completely convinced that we all have the potential to become like Jesus in our work. I do not know how, in addition to the fact that it must require an unbelievably amount of thought and action every day. However, we need some role models that we can look up to, be inspired by and whom we can therefore learn from.

People like Jesus can help show us the way, and perhaps make it a little easier to move forward. No matter what, we each must go our own way. From the 1st position to as far as we can reach.

The training at this level is primarily about how to handle your full potential, in practice.

Why does it make sense to work on the basis of 7 leadership positions? Could we not just stop at the 6th position? I believe that we need good leadership role models and I think, in particular, that that is especially what the 7th position leaders represent. They may seem unreachable in themselves, but are, to some extent, setting a course. This allows us to each map our own prognoses, goals and action plans to get as far as possible in that direction.

The journey is the goal in itself and we create the path that we move along. It is completely free for you to choose whether you select a living person, that you have met or heard about, as your leadership role model. Alternatively, you can choose an historical non-living person.

The 7th level of leadership and the description of the different positions, is just a method of identifying the types. It allows you to recognize at which level you are on, so that you can better understand where you can progress to and what you can benefit from, through increased awareness of training.

There are no magic recipes for great leadership or personal development, only guidelines and metaphors that can inspire you. Therefore, I hope that this model can be a helpful tool for you on your journey.

The model is also a symbol of a spiritual journey, a Kundalini snake*), a primeval force, that can rise the backbone and out through the crown's chakra, which is just above your head. It is an energy that rises and transforms everything in its path.

*) The term kundalini is used to refer to the vital force or energy that we all hold within us. Often called the "sleeping goddess" or "serpent power", it is represented as a serpent coiled around the first chakra or root chakra at the base of the spine. Imagine the chakra system as existing on a single electrical circuit that runs lengthwise up the spine with lights at the location of each of the chakras.

A profound and revolutionary transformation process, both personally, socially and energetically, where the goal of the process is awareness, insight and integration between the body, psyche and spirit. It starts at the 1st position and then winds through the other positions.

Common to all personal development is that it is often ourselves that create the limitations. We become scared. We begin to have doubts. We use so-called plausible excuses, namely, those we believe in when sharing them with other people. We also use all sorts of reasons for not working on developing our consciousness.

Really, it's easy. It is actually incredibly simple and straightforward, and therefore not difficult.

On the other hand, it feels incredibly difficult. We need to make a big effort, use energy, focus and live through a sea of emotions and experiences. Some are painful and can make us feel lost in an inner fog, where there is no way out. We give up when we do not think we have a firm goal to strive for, instead of diving into it, keeping up with the flow inside and listening more to our inner selves.

As I wrote earlier, one of the greatest tasks for a person is to know themselves.

When we meet other people on our way, and when we live through events and experiences, it helps if we introduce a mirror of ourselves. That way we look at ourselves and decide whether we like what we see, or if we want to change.

It's never too late. Some people wake up very late in life and achieve personal growth in a very short space of time. Instead of focusing on whether it's too late, you could choose to think: maybe it's time.

Allow yourself to grow as a person. Allow yourself to become the best possible version of yourself. If you are hesitating, then ask yourself this:

- What are your excuses?
- What do your excuses consist of?
- Why are you hesitating?

These are the questions and answers that only you alone can take responsibility for.

Often, I have also provoked some leaders by saying that they should stop continually getting smarter, to prove how proficient, they are and to gain recognition from others, and instead start to show who they really are.

Thus, they themselves become wiser and not “just clever” or “skilled”. We have an expression here in Denmark, which states that there is a difference between being able to calculate something and to figure it out. Who says that we need all the skills to provide good leadership?

As leaders, we must also be strategic and tactical. The difference is the intention behind it; if you are ruled by selfless love or your own interests, be it greed, desire and the like. To cleanse oneself innermost and replace these forces with pure love, is a sizable and slow process. However, it benefits everyone, and ultimately it will make the greatest difference in the world.

- What difference do you want to make?
- What impression do you want to leave in this world?
- What do you wish to be remembered for?

7 LEADERSHIP IN DIMENSIONS

I would like to give you more models, based on the 7 Leadership Levels, because they can be more helpful to you in identifying which level you and others are at.

The models are based on another dimension, namely time, where the starting point is right now, a time perspective. Therefore overall, I call it Leadership in Dimensions (see figures 6 and 7).

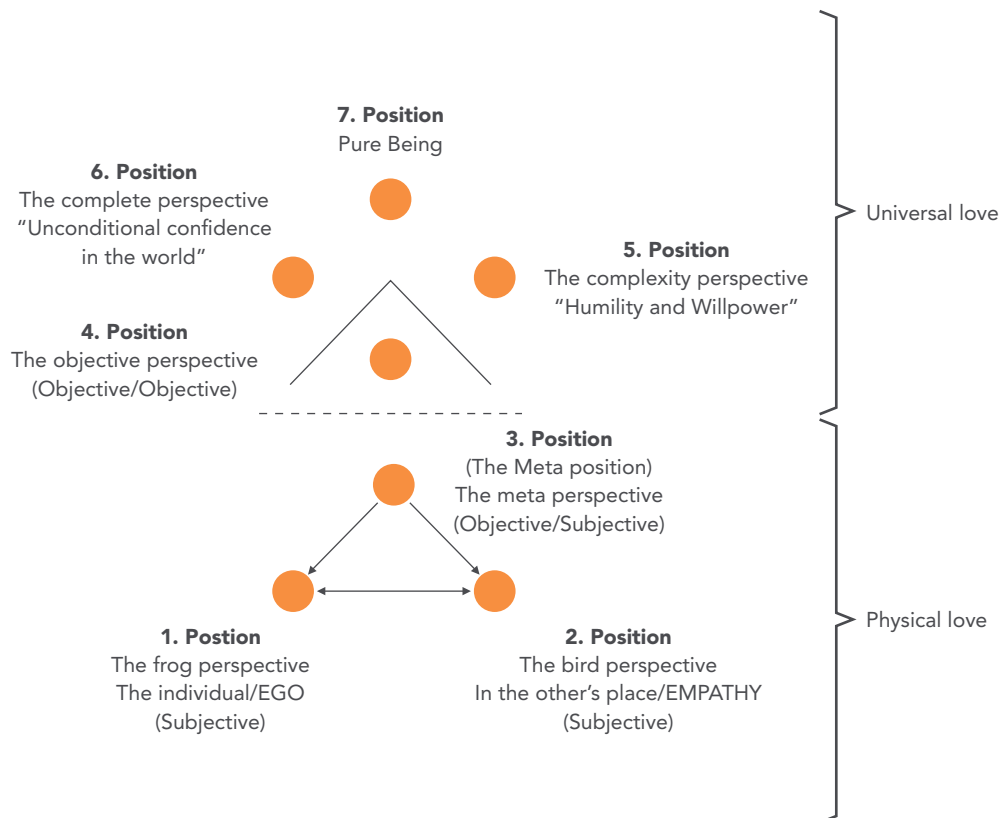


Figure 6

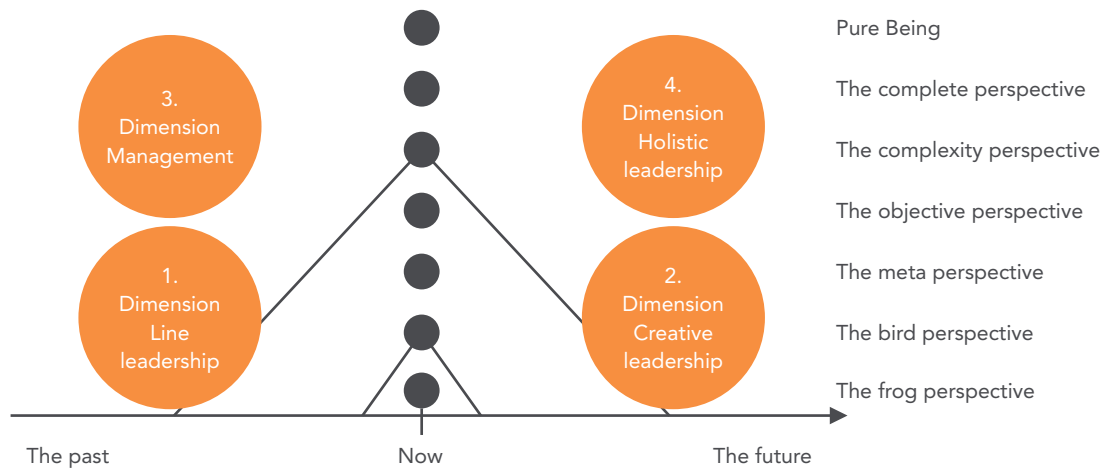


Figure 7

Working consciously on your leadership levels gives you some other benefits, to be exact, an overview. An overview is a property we use in the here and now. I have illustrated this by dividing the positions into a Now perspective to show that the higher we get level-wise, the greater the overview we have over the past and the future respectively (see figure 8).

I am taking the starting point on leadership in organizations, as we often know it today, as the basis on which the 7-level leadership model is established (see figure 7). This is where you, as a leader, will be able to recognize the types based on titles and organizational placement, more than from a personal perspective.

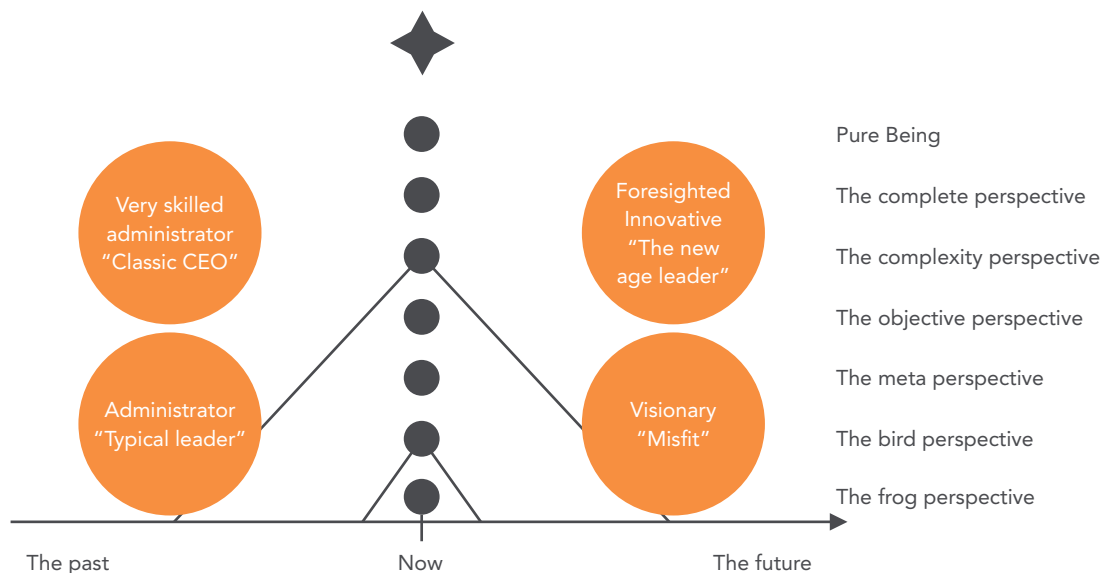


Figure 8

7.1 PERSPECTIVES

From a frog perspective, we make a choice based on a very limited view, and therefore cannot always get an overview of the consequences of our choices. Children make their choices from here because they cannot do anything else. They are spontaneous, guided by joy and happiness and not very much experience. On the other hand, they are amazing at being present in the Now, an ability we could use in some situations because it gives the ultimate sense of freedom and access to the total Being. It's a skill that we all have, and I can only recommend that you consciously educate yourself to be more present in the Now.

When we work with meditation and, for example, mindfulness, we practise descending to other perspectives. We can always then get back when the need arises. The difference between being on higher levels is that we have the capability to go down to other levels, other perspectives. Children, for example, cannot. It is not about the fact that they do not want to, but that they have not adequately trained to be able to do it.

Perspectives are subdivided based upon the levels, in order that they are largely followed.

- 1st position thus corresponds with The Frog Perspective
- 2nd position corresponds with The Bird Perspective
- 3rd position corresponds to the meta position/The Meta Perspective
- 4th position is The Objective Perspective
- 5th position is The Complexity Perspective
- 6th position is The Complete Perspective
- 7th position is The Pure Being

Based on the same model, we can now divide the leadership types into 4 dimensions, which you can see in **figure 7**.

7.2 THE FIRST DIMENSION

The first dimension is the typical leader of today, who is a skilful administrator and good at line management. This style of leadership is typically based on what has happened and is often taken as a starting point in regard to budget-related frameworks and financial objectives. These types are often on the 3rd level and are 3rd position leaders.

The first dimension type has the following characteristics:

- Takes the lead.
- Shows the way, by taking it themselves.
- Brave.
- Uses themselves as an example/as a model.
- Creates control.
- Results orientated.
- Effective when something needs to be achieved.
- Ambitious and aspirational.
- Hardworking.
- It is good enough – I am good enough = stagnation.
- I am good enough, but it can get better = dynamic, progress.
- Personally develop themselves, when the desire and will is ignited (strong person).

7.3 THE SECOND DIMENSION

The second dimension is the creative leadership type, a misfit and a visionary. The style of leadership is typically forward-looking, and for some people it may be difficult to comply with financial budgets. These types are often on the 3_{rd} and 4_{th} levels.

The second dimension type has the following characteristics:

- A pioneer.
- Can see the path and wants to walk it.
- Brave, bordering on recklessness.
- Places themselves at the front (knowing that the others are, maybe, not so brave).
- Creates changes.
- Results orientated.
- Effective, when something needs to be achieved + a little more.
- Ambitious and aspirational on behalf of the company.
- Proactive, bordering on the impatient (we just need to move forward).
- A little unstable – jumps into positions – a transition phase.
- Has a feeling that things are not quite good enough – yet.
- Wants to know more, to learn more, to achieve more.
- Is often misunderstood.

7.4 THE THIRD DIMENSION

The third dimension is the classic CEO. The manager and a very skilful administrator. These types are often on the 3rd and 4th levels, and rarely at the 5th level. They are not particularly humble and can be perceived as arrogant.

The third dimension type has the following characteristics:

- A visionary leader.
- Sees the way forward and understands what is needed to get there.
- Has an overview, takes a calculated risk, taking care of themselves.
- Aware of themselves, knowing who the leader is – and is a leader.
- Creates changes *and* results.
- Good at delegating to others and bringing people with them.
- Effective through others.
- Sets high ambitions for themselves and others.
- Proactive, in control and controls growth.
- Is at peace with themselves in the world.
- Skilful, becoming well known in the world (dazzling leaders).
- Makes changes that ought to be changed (based on their own world view).
- Can be prone to lethargy year on year.

7.5 THE FOURTH DIMENSION

The fourth dimension is also called The New Age leader. The leader has a holistic view of humanity, is foresighted and innovative in their leadership style. These types are often on their way to, or on the 5th level, and are characterized by their humility.

The fourth dimension type has the following characteristics:

- A visionary *and* driving force.
- Understands without understanding (understands complexity, does not alone seek the cause-effect, can solve paradoxes).
- Sees things clearly (making sense) and can articulate visions.
- Poised when using both the head and the heart.
- Manages resources, including their own time and risk management, based on an overall picture and holistic thinking.
- Understands that one creates the path oneself, whilst walking it.
- Leadership based on trust (values + belief in the world).

- Belief in themselves and others, even though it is risky.
- Makes others become effective, can spot talented people and promote them.
- Has a global mindset, knows that everything is connected/linked together.
- (Management & Leadership) The Customized Human Age Paradigm.
- Are at peace with themselves and developing throughout their lives.
- Humble and resolute.

7.6 RELEASE YOUR POTENTIAL

The transition through the dimensions of leadership, like the different levels, is a matter of experience over time, self-awareness and development. It requires that you get time to practise and delegate power and empowerment to the people that you can practise with.

You also need to be proactive, looking for leadership positions with increased responsibility and more power. Power is not bad in itself if the intention behind it is positive. It's primarily about how to manage the power that you are assigned.

Try to look at managers around you, both in business, in politics, nationally and internationally, and see if you can place them in these dimensions.

- Where do you think you lie?
- Where are you on this path – are you aware of what you want and if you wish to develop?

Start putting your own strategy in place for your own personal and leadership development. Do not let external circumstances, as they are today, be your obstacle. Things will change as you change.

Release your potential: Be brave!

Every time you think that you cannot do something, ask yourself these questions:

- Is it true?
- Will it always be true, or can it change?
- What should change?
- Why?
- Have you previously experienced something that you thought was true about yourself, but actually was not?
- What changed?

In order to persevere, you need to know what you care about and what you believe in. Look for the things in life that you're willing to fight for, including not least, yourself!

Make friends with yourself – for life – and make a plan about how to move forward.

8 IT STARTS AND ENDS WITH YOURSELF

8.1 START WITH YOURSELF

- Find out which type of leader you are.
- What skills do you have?
- How can you train yourself in leadership?
- Where can you train?

There are a lot of opportunities if you do not just think of leadership as just organizations and paid functions/senior job titles.

I myself work in many voluntary organizations and I have often said, a little too crudely perhaps, that understanding how to be a leader in a voluntary organization makes it easier to be a leader than in an organization where you have powers and restrictions, which does not exist in the world of volunteering. It is a little simplified, of course, and I am also fully aware that in some places the conditions are so tough, that it seems almost impossible to exercise real leadership. It's about operations, cost cutting, budgets and physical tasks that constantly pile up. There are frameworks to be adhered to and rules that reduce leadership time to a minimum.

The management part takes up a lot of time, so of course you also need be able to undertake this. However, there are many good courses that you should spend time on, and plenty of daily opportunities to improve your professional skills.

Leadership has a completely different scope, which requires your time, care, attention and recognition in order to be undertaken. I see many places where the management component gets all the attention and can only wonder about this, as it has been repeatedly shown that true leadership can make a difference to employees and thus a company.

All in all, we are living creatures and not machines, and we influence each other via the circumstances and the conditions we are subjected to. Our emotions are real and not something we can just get rid of, like annoying bees.

Be true to yourself. First and foremost, see yourself as a human being who takes on a leadership role. Along the way, you may have to remind yourself that the more you learn, the less you understand. However, do not despair. Set your doubts aside instead of letting them eat you up.

I often say that there is so much I do not understand. Therefore, I can choose to see myself as being stupid or being intelligent enough to wonder. I often wonder.

Choose your fights carefully, listen to good advice and stop the fight against yourself. Fight for yourself. Take yourself seriously and get the most out of the life you have been given. Against fools, even the Gods fight in vain. Stop being a fool to yourself. Work with your own consciousness and grab the opportunities that come your way. Set yourself free and jump out of your inner prison.

- Work with your own inner convictions and start playing another/better role.
- Start discovering your beliefs and replace them if they do not seem appropriate to you.

LEADERSHIP BELIEFS

I would like to point out 5 leadership beliefs that you can choose to take on. If you think they can help you, these beliefs may inspire you in taking a positive direction in your own personal and authentic leadership.

1. **Employees *with* resources**

Instead of focusing on employee resources as a group of people with knowledge, experience and skills, you now need leaders who can spot the abilities that everyone has. We go from employee resources to employees *with* resources.

2. **Everyone wants to make a difference**

As a starting point, all employees have a desire to make a difference. They want to give to others and they want to have an influence in their working life, so that they can do what makes them happy. In addition, we all need to feel safe, have confidence and have an overall sense of meaning in what we provide.

3. **You have a duty as a leader**

It is your task, as a leader, to help pave the way for these things to exist. You, therefore, have not only a leadership right but also a leadership duty. You must think about what you can do for your employees, rather than focusing on what your employees can do for you.

4. **You carry a vision**

In English, we have the word Leadership, which draws attention to the word Followership, i.e. one voluntarily following their leader. It is the leader who must be

able to motivate, create trust and confidence, showcase goals and purposes, and it is the leader who will reveal an opinion or overall vision for the individual employee. Therefore, being a leader is being the bearer of a vision.

5. Create an attractive, inclusive and present vision

A vision must be attractive, it must be able to accommodate everyone including the leader himself, to give individual meaning and to be present. It should not be confused with agreed goals and objectives, as goals are merely benchmarks on the path to a vision. The vision is the direction where goals are tested to see if we are on the right track. Through a strong vision, the leader can inspire his employees so that they themselves can find inner personal motivation.

Finally, I wish you the very best of luck with your own leadership training.

I hope that, with this book, you have sown some valuable seeds that can grow inside you and allow you to move forward and

to be the best version of yourself.