

GLOBAL LEADERSHIP SKILLS WORKBOOK

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W GLOBAL LEADERSHIP SKILLS BOOK

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INTRODUCTION

THIS **WORKBOOK** aims to support you in your leadership development. It complements the Global Leadership Skills course and, as such, it contains the central frameworks and exercises that will be used in the GLS sessions throughout the year.

Make sure you personalize your workbook, and bring it with you to every session. This is a *workbook*, meaning that the major focus is on reflecting upon the meaning of the frameworks offered and answering questions about your personal development process. It is also meant as a tool to take note of the experiences you encounter and insights or questions you may have. Therefore, it also contains a fair amount of ‘white space’.

You don’t need to restrict its use to the GLS sessions. It is *your* workbook, so use it as much as you can, as it will prove to be an invaluable source of information about yourself. Information which will help you to develop more self-confidence, to learn about how you can interact effectively with others, and how you can make an optimal career choice.

The notes you will take will form relevant input for writing your Personal Development Plan and will help you to prepare for job interviews.

So, make sure you don’t lose your book, and cherish it as your personal diary for this year. In the future, you might be surprised about how much you will have grown as a person over the course of one year.

We wish you an inspiring development journey!

The authors

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HOW TO USE THIS BOOK?

The body of this book consists of three major parts which all tap into one aspect of your development: (1) personal development, (2) team development, (3) career development. Each part guides you through a set of frameworks, followed by reflective questions, exercises, checklists and tips, following the flow of your experiences throughout the year.





DREAM: these themes and guiding questions serve to stimulate your thinking as they introduce relevant frameworks to start working on your development.



EXPERIENCE & REFLECT: these themes and guiding questions help you to make sense of your experiences this year in view of your development.



INTEGRATE & ACT: these questions help you to integrate your experiences and the insights you obtained into a better picture of yourself and how you want to develop further in the future.

Consistent with the three pillars of our mission house, throughout this book we do not only focus on increasing your self-awareness. We also apply a global perspective and integrate societal consciousness. You will recognize this by the following icons:  for global perspective and  for societal consciousness.

You don't need to work through the book in any sequential order, as the GLS sessions will often cover more than one topic at a time. During sessions, we will navigate you through the book – in between sessions, you can use the blank spaces and additional questions to keep track of your development.

GLOBAL LEADERSHIP SKILLS

DEVELOPING A GLOBAL AND SUSTAINABLE MINDSET

Development is the acquisition of new frameworks. It allows you to challenge the way you look at the world, to put on new glasses, and to acquire new skills. It's a **core element in the journey you will undertake during your year at Antwerp Management School**. Our aim is not only to provide you with all the necessary knowledge and new insights, but also to let you develop as a person, within the diverse and global group of students with whom you will work together very intensely during this year, while remaining conscious of the world around you.

Leadership development entails the development of **self-awareness** (awareness of your personal preferences, attitudes, strengths and weaknesses, ...), **insights** (knowing what has an influence on your functioning, applying appropriate frameworks to understand what happens ...), and **skills** (learning or improving attitudes) with regard to your personal functioning, and your functioning in relation to others and the broader context.

Throughout this journey, we will focus on these three levels of learning by working with a mixture of exercises, self-analysis instruments, moments of reflection, individual follow-up, and collective sessions and peer coaching.

Global Leadership Skills development is more than a 'nice to have', it is a **basic prerequisite for career success** and recruiters will be assessing this when you apply for a job. Today's employers are looking for an impressive set of soft skills when selecting young graduates. These include: self-awareness, the ability to work collaboratively with others, leadership skills, the capacity to adapt to new situations and to develop new skills, openness to and respect for different perspectives, multicultural awareness, and long-term and system thinking, to name just a few. **This course aims to support you in**

developing these skills and in finding a match between who you are and what the world of employment needs; between your career ambitions and what employers are looking for.

It is the mission of AMS to cultivate ‘global citizens, mastering the art of making decisions and leading people’. Consistent with this, in this course we build upon the three mission-pillars: Self-Awareness, Global Perspective and Societal Consciousness. The AMS Global Leadership Course aims to challenge you on all three aspects, to guide you and to allow you to grow through an intense **experiential learning track**.



KNOW **THYSELF.**

SOCRATES

SELF-AWARENESS

→ LEADING TO COOPERATION

Why

This is the first pillar of our mission, as we believe that being aware of who you are is key to successful performance and career development. Studies show that the best managers are those who are aware of their own strengths and weaknesses, of their values and needs, and of who they are as a person. Being aware of these characteristics is important knowledge to orient yourself toward your future career. It provides you with information on which type of job and work context would fit you the best, and gives insight into what you need from others in order to be the best version of yourself. As such, being self-aware helps you to develop your personal ‘anchor’ when making decisions, rather than relying solely on what others may think is good for you.

Self-awareness is also a first step to personal development. It helps you to ‘fly on the wings of your strengths’, but also to develop yourself in areas where there is room for growth. Self-awareness can help you recognize when you feel in your comfort zone, and how you can stretch yourself.

Finally, self-awareness facilitates a better collaboration with others. It helps you see how you relate to others, how you can benefit from the diversity within teams, and how a team can build upon the strengths of everyone involved. As such, self-awareness is a foundation of leadership, which requires understanding others and using this information to motivate and obtain results. We know from practice and research that good leaders use their self-knowledge to better relate to or empathize with others, and by doing so they gain more trust and are perceived as being more competent. So, being self-aware is not the same as ‘my way or the highway’. Rather, it helps you to stay in tune with the concerns of others, to reduce potential for conflict, and be open for feedback.

What

Self-awareness is about knowing your motivations, preferences, values, and personality. It allows you to understand how these factors influence your view upon the world, your behavior, your choices, and your interactions with other people.

Self-awareness comprises, for instance, grasping your internal feelings and thoughts, interests, strengths and limitations, values, biases, allergies, skills, goals, abilities, leadership orientation, and preferred communication style, to name just a few.

How

Throughout this year, we will assist you in becoming more self-aware. This Global Leadership Skills Workbook will help you achieve this. It will complement the group sessions, peer coaching and individual mentoring sessions that are part of the course.

You will be invited to take self-assessments to understand your strengths and weaknesses, to analyze your experiences, and to ask others for feedback.

We will approach self-awareness from the angle of personal development, team development and career development.

Obviously, being more self-aware is not an end goal but rather a means to behave more effectively. Therefore, throughout this workbook, we will also stimulate you to take action, set development goals, and step out of your comfort zone.

GLOBAL PERSPECTIVE

➔ LEADING TO INGENUITY

Why

The second pillar of our mission aims to open your world and to bring in a broader perspective. We simply cannot develop a career, or grow as a person, without acknowledging the global world in which we live, study and work.

It is this global world that may become your ‘career playing field’, as today’s world offers you so many opportunities to develop a career across boundaries of organizations, sectors and countries.

This global playing field also brings along a diversity of ‘players’, other students, future colleagues, international faculty, and more, from whom you can learn and grow as a person, and come to better, more creative solutions together. Yet collaborating with others is also a challenge, as it requires you to adopt a broad perspective, to open up to the viewpoint of others, learn about each other’s culture and norms, and develop the necessary cultural intelligence to work across default lines.

Opening your world can help you do this.

What

Diversity in a group can exist along many dimensions. Managing diversity starts with being aware of your own unique cultural identity profile, and the strengths and biases this brings along.

Based upon the mission pillar ‘Global Perspective’, during this year at AMS we will aid you in working with others from different backgrounds, particularly bringing in the global perspective. Through this process, you will be able to develop your cultural intelligence, a critical competency in an increasingly global and diverse world.

ONE OF THE **MOST**
EFFECTIVE WAYS
TO LEARN ABOUT
YOURSELF IS BY
TAKING SERIOUSLY
THE CULTURES
OF OTHERS.

EDWARD T. HALL

Cultural intelligence means being skilled at and flexible about understanding a culture, learning more about it from your ongoing interactions with it, gradually reshaping your thinking to be more sympathetic to the culture and developing your behavior to be more skilled and appropriate when interacting with others from that culture.

Culturally intelligent people score high on cultural knowledge, mindfulness, and cross-cultural skills:

- ✔ **Knowledge** of culture and of the fundamental principles of cross-cultural interaction: knowing what culture is, how cultures vary, and how culture affects behavior.
- ✔ **Mindfulness or metacognition**: the ability to pay attention in a reflective and creative way to cues in the cross-cultural situations encountered, as well as to one's own knowledge and feelings.
- ✔ **Cross-cultural skills**: choosing the appropriate behavior from a well-developed repertoire of behaviors that are correct in different intercultural situations.

How

Throughout this year we will support you in growing your cultural intelligence along each of these three dimensions, by offering you some relevant frameworks to assist you in understanding culture and cross-cultural differences and via the coaching of teamwork in cross-cultural teams.

Throughout this Workbook, we will help you to increase your understanding of culture, of your own unique cultural aspirations and profile, and how to behave in a different cultural context and collaborate with diverse others in a respectful and effective way. We will also relate this to your career aspirations. You will be able to test and develop your cultural skills by collaborating with a cross-disciplinary, cross-cultural team in an Action Learning Project, which runs throughout the year. At the same time, we ask you to maintain your mindfulness, your keen eye for observation, to make time for reflection, and to share your learning and adjustment process through your Personal Development Plan.

EARTH PROVIDES
ENOUGH TO SATISFY
EVERY MAN'S NEEDS,
BUT NOT EVERY
MAN'S GREED.

MAHATMA GANDHI

SOCIETAL CONSCIOUSNESS

→ LEADING TO SUSTAINABILITY

Why

This is the third pillar of our mission, since societal consciousness is necessary to create a fair and sustainable future in which everyone can live a good life without depleting the planet's resources or life-supporting systems. We look at societal consciousness as part of the bigger picture. Effectively, we are asking: are you fit for the future? Will your career, organization, community, city or country survive and thrive in 10, 20, 50 or even 100 years? We will introduce you to the mega-trends and future-thinking tools you will need to be more resilient and sustainable in the 21st century.

We live in a world that is changing faster and challenging us more than ever before. Great progress has been made in lifting people out of poverty, advancing scientific frontiers, connecting the globe with technology and making knowledge more accessible. At the same time, there are disturbing trends of increasing inequality, catastrophic destruction of ecosystems and loss of species, pervasive corruption, increasingly volatile and dangerous climate change, waves of forced migration and floods of refugees, a rise of religious extremism, nationalism and the omnipresent threat of terrorism.

The question is: how can we – as individuals and future business, community and policy leaders prepare for the future? How can we maximize our chances of success, not only by being ready, but also by helping to shape the future that we desire?

What

Societal consciousness relies on systems thinking – to see and to act on the interconnectedness of our economic, technological, human, social and ecological systems. Put another way, we are still often treating symptoms and not causes. And one of the most fundamental causes of our present unsustainability is the flawed design of our economic system, which is based on outdated assumptions, fragmented thinking and perverse incentives.

The real challenge of sustainable development, therefore, is to redesign our global economic and business systems to be inclusive, empowering and restorative. This begins by recognizing the areas of systemic breakdown in society: what Professor Visser calls the five forces of fragmentation (also called the 5 triggers for transformation): disruption, disconnection, disparity, destruction and discontent – and to work on direct solutions to each of these. Societal consciousness is then about looking for ways to reverse these using the five counter-forces of integration (also called the 5 pathways to innovation), which are to find secure, smart, shared, sustainable and satisfying solutions.

How

How can you apply this thinking to your life, work and career? Throughout the year, you will be given examples of 7 different ways to make an impact, which we call the 7 facets of integrated value management, including:

- ✔ **Rethinking patterns** | Modelling the key dynamics of the operating environment for sustainability
- ✔ **Realigning partners** | Capturing the material concerns & expectations of key stakeholders
- ✔ **Renewing principles** | Uncovering & aligning the organization's shared, synergistic values
- ✔ **Redefining purpose** | Reflecting on the strategic aspirations versus the systems map & stakeholders' needs
- ✔ **Reassessing performance** | Identifying appropriate metrics for reporting on value creation & sustainability impacts
- ✔ **Redesigning products** | Applying innovative ways of thinking to products, services & business models
- ✔ **Reshaping playing-fields** | Reviewing government policies & codes that incentivize sustainable transformation

In this Workbook, we will stimulate you to reflect upon what this broader picture means to you, how it relates to your values and how you can bring in the sustainability perspective when making choices regarding your future career.

SELF-ASSESSMENT

How do you score yourself on each of the three pillars of our mission house?

SELF-AWARENESS

Performing effectively in a team implies an objective view on one's own strengths and weaknesses.

TO WHAT EXTENT DO YOU AGREE WITH THE FOLLOWING STATEMENTS?

	NOT AT ALL	SLIGHTLY	MODERATELY	VERY MUCH	EXTREMELY
I know my personal strengths and weaknesses.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I know how I can work on my personal weaknesses.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I know what I find important in my career and personal life.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I know what I like to do and what gives me energy in life.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I know what characteristics a job must meet in order for me to feel good in it.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I seek feedback to improve interaction with others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can accurately describe how others view my capabilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I know when it is time to re-evaluate my position on important issues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I show that I understand how specific actions impact others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

GLOBAL PERSPECTIVE

Learning to deal with cultural diversity and developing a global mindset leads to new insights and ingenuity.

TO WHAT EXTENT DO YOU AGREE WITH THE FOLLOWING STATEMENTS?

NOT AT ALL

SLIGHTLY

MODERATELY

VERY MUCH

EXTREMELY

I see the global arena as a source of new ideas.

In searching for solutions, I am equally open to ideas from other cultures as to my own culture.

Other cultures inspire me to rethink the way I look at things.

In trying to accomplish my objectives, diversity and multicultural teams play a valuable role.

I have close friends from other cultural backgrounds.

I get very curious when I meet someone from another culture.

I prefer to study and work in a global environment.