**self
leadership
lab**

Become the best version of yourself

Self-Leadership or how to find meaning in your job and take your rightful place in it
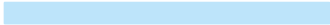
Contents

Introduction

Do I belong in my job?

It's a question we all ask ourselves. Whether it's in the morning, alone in front of the mirror, wondering if we handled a problem we encountered the day before in the right way. Or even when we find ourselves going round in circles in our mission and are looking for new challenges, in our current job or in another one. Unfortunately, no one can give us an answer to this question. It can only result from our own introspection.

Self-awareness is at the heart of Self-Leadership; it allows us to consciously work on our own characteristics, strengths and weaknesses, but also to progress towards roles that fully satisfy us, and which will also make sense in view of our environment. But how can we understand ourselves? How do we know who we are?

That's where the difficulty lies, as we live in a complex and uncertain world. Understanding oneself in one's state or in one's actions has become virtually unreadable, as there are no longer any stable external standards to measure yourself against.

Faced with the complexity and uncertainty of our world, the only possibility is to understand ourselves in the essence of being in motion: who we are in the world, what's important to us in it, where we want to go. And this, paradoxically, regardless of the influence of our environment. To then be able to weave a path of interaction with the world, through which we continue to learn and explore our understanding of ourselves.

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With a passion for teaching, he has developed innovative, interactive teaching methods that enable everyone to become fully involved in their professional commitment. These methods are now used in over 15 countries.

Chapter One

What is Self-Leadership?

Self-Leadership is a relatively new discipline, pertaining to the theories of individual and professional development. It is an evolution that has emerged since the 1980s following certain shortcomings in motivational theories and classical learning theories; mainly derived from Jungian psychology. Two initial currents emerged, one focused on the "self" and the other more on "leadership".
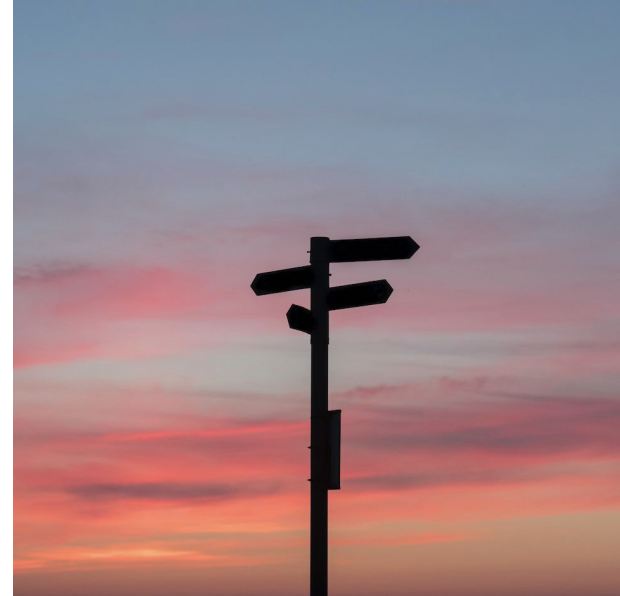
The humanist approach

The systemic aspect of Self-Leadership initially led this discipline to flourish in multi-dimensional environments. Self-Leadership was initially based on personal development, and focused on the search for well-being - spiritual, social, mental and physical - based on one's own strengths. For many authors, Self-Leadership is nothing other than joint work on one's body, soul, emotions, values and activities (Pentti Sydanmaanlakka, 2004), which primarily incorporates spirituality in self-awareness and self-management (Vanderbeck, 2010).

Others consider it a constructivist stance that aims to find out how to build a more satisfying and motivating reality for oneself, in order to widen one's range of opportunities and possibilities. In his "*Petit Manuel de Self-Leadership*", author Philippe Bazin talks about creating a world in which we and others want to belong: "transforming reality for ourselves (self-leadership) as well as for others (leadership)".

A constructivist approach also shared by Brigitte André, personal development coach. In her book "*Le Self-Leadership pour se (re) manager*", she lists 8 fundamental steps to overcome: Loving what is and changing what must be, Daring to set an attractive focus, Freeing yourself from the views of others, Committing yourself 100%, Reading your emotions to transform them into action, Charting a realistic course, Acting for success and Capitalizing.

The managerial approach

As early as the late 1990s, Self-Leadership has appeared in the world of management. But unlike the humanist movement, the notion of "leadership" prevails here, with the idea that you have to be able to lead yourself before you can lead others.

In its humanist approach, Self-Leadership is oriented towards the search for "well being". This makes this discipline more open by nature. In the professional sphere, on the other hand, it is more focused and objectified. As the goal is more important than the path, developing Self-Leadership is here seen as a vector for performance and success.

A number of studies, including one by Charles Manz and Christopher Neck, highlight an increase in the performance of individuals, teams and organizations when managers' self-leadership is well-developed.

What Self-Leadership is not

Of these two approaches, each has its truths as well as its limitations.

For the humanist approach, the goal is personal development.

For us, Self-Leadership is not personal development, but professional development. The difference? Personal development is a way of living well with yourself. Professional development means connecting your environment to contribute while growing. Everyone can undoubtedly find avenues for personal development here, but that's only a collateral benefit.

The point here is not to become a "better self", but rather to become more aware of how we interact with our professional environment, so as to choose a direction that better aligns our own personal needs with our professional commitment.

Nor is it about positive psychology. Positive psychology basically claims that you can create your future by believing strongly in it. Self-Leadership borrows only from positive psychology the idea of focusing on our strengths rather than our weaknesses, but recognizes the complexity and unpredictability of life and of the world in which we live and evolve.

The idea is rather to figure out what attracts us and characterizes us, so that we can better integrate ourselves into our lives and our universe, as they are. And we do this by aiming to choose the type of environment that best suits our qualities and aspirations at the present moment.

> Personal development is a way of living well with yourself. Professional development means connecting with your environment to contribute and grow.
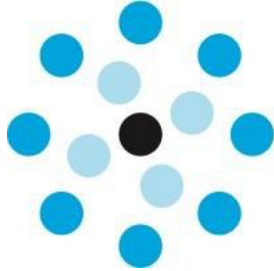
What Self-Leadership is not

The managerial approach, on the other hand, advocates Self-Leadership as a means of improving performance; the greater the self-awareness - and by extension self-esteem - the greater the creativity and performance. These effects are really only a secondary outcome for the individuals who seek them. It's just one option among many. Here, it is more a matter of aiming at the role we want to play, so that we feel better aligned with our needs and aspirations.

Nor is self-leadership a key to success. Each individual can fail because of external phenomena beyond his or her control.

The aim is to understand and accept ourselves in view of our environment. At the very least, to make the most of the constraints we face. At best, to find a satisfying path for oneself in this environment. Herbert Simon, a pioneer of Artificial Intelligence research, won the Nobel Prize in Economics after all, by demonstrating that in the organization, solutions are never "maximal", but at best satisfactory for the various stakeholders.

Another movement associates Self-Leadership with Self-Management, a concept popularized by Frédéric Laloux. In his book "*Reinventing Organization*", the author paints a picture of what management should be like, without dependence on formal hierarchies, with each person managing him or herself. There is no contradiction or similarity between the approaches. A Self-Leadership approach can, for example, lead to accepting oneself as a paternalistic manager. There is no such thing as "good" or "bad" development as a result of Self-Leadership. Simply a development that may or may not be coherent with the person going for it at the time.

What Self-Leadership is today

Self-Leadership is an experiential path of construction and affirmation of one's professional identity through confrontation between what one learns about oneself and what one experiences in different environments. Self-Leadership is about **connecting to your own complex essence and temporality, accepting and understanding them, and then reconnecting them to your world.**

It means consciously identifying our strengths and weaknesses, accepting our coherences as well as our paradoxes, connecting our aspirations to our current stage in life, to ultimately reinforce our self-confidence and progress towards roles that fully satisfy us.

If we understand ourselves in our movement as well as in our aspirations, then we'll be able to benefit from the dynamics of our environment.
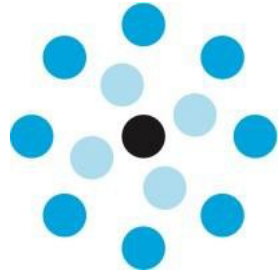
Chapter Two

Why Self-Leadership?

The 21st century, a complex and uncertain world

We have, individually and collectively, entered a VUCA world: Volatile, Uncertain, Complex, Ambiguous. Our environment is in perpetual motion, constantly evolving and changing. What is true today will not be true tomorrow, and vice versa. We can't predict events, and this lack of predictability makes forecasts and decision-making processes more complicated. Analysis and decision-making are affected by many factors and their interdependencies.

Hyperconnectivity and constant change are impacting the way we work, our role at work; we're constantly faced with a number of paradoxes. And to better fulfill our role, we need to understand them.

A first paradox is to ensure quality while innovating through trial and error. It has become more important to be the first to market a product, and to gradually improve it with the help of customers, rather than waiting to achieve the perfect product before bringing it to market.

A second major paradox is the simultaneous need to organize the company and call on the initiative of the individuals in the teams. Companies are increasingly looking to network, harness collective intelligence and develop communities of practice around their talents. In this way, we try to solve problems on an ad hoc basis. Processes optimize consistency, while individual and collective initiative create agility and efficiency in problem-solving.

In this context, who can deal with all these paradoxes on their own? There is no longer just one way to lead or take responsibility. Gone are the days of the exemplary leader who knows everything, directs everything, and whose role is to make all the decisions.

Management has become collective, where everyone is called upon to show leadership; to build a relationship of trust with others, to define and give a vision that inspires and aspires, while listening to one's peers and also letting them take their place, their rightful place. A vision essentially driven by intuition. In a standardized world where logic is the most reliable way of making decisions, talk of intuition seems absurd. And yet, it is precisely this intuition that fuels our ability to think freely, to be curious about everything, to feel and listen to our environment, to seek out other impulses, other resources that logic might otherwise have restricted us from.

But how can we claim to guide others, carry a vision, build a relationship with others if we're not in tune with ourselves? If structures, people and strategies evolve, how can you stay in tune with yourself without self-confidence?

Understanding ourselves in a complex and uncertain world

The unpredictability of our times also affects our ability to understand ourselves. In particular, understanding ourselves in our state has become almost impossible.

Let's do a little exercise. Stand in front of a mirror and describe yourself physically. You're probably going to say that you're male or female, young or old, short or tall, slim or, on the contrary, that you've got a few extra kilos. Here, you understand yourself in the state you are in. What you are. But now let's imagine that you are among a group of people. What are you like now? Your answers will probably differ, as your description will change depending on your environment. Among teenagers, you'll feel like an old man. Or among retirees, as a young person.

When we define ourselves, we're actually always comparing ourselves to something. We do so in relation to our environment, and above all, according to societal norms which are constantly evolving, making it even harder to understand our state. We have one identity in one context, and a different one in another.

So is understanding ourselves in our actions (link of effect to causality). Do you know exactly what will happen if you perform this or that action? We're not talking here about simple actions such as drinking or eating, but rather actions performed on your environment. This is not possible. Our world is constantly changing, and we can't control everything. Standards are evolving, becoming increasingly blurred. What used to be obvious is no longer so.

Let's take the example of theft, an act punishable by law. If we steal, we'll be blamed. That's what we were taught, and that's what our society has established. But this rule has since changed. Morally, it remains the same. In action, it no longer has the same connotation. Realizing that even the people who make the laws steal, some become more daring. A small theft can be carried out without consequence...

Understanding ourselves in our state and our actions in relation to our environment has thus become virtually impossible. Faced with the complexity and uncertainty of our world, the only option is to understand ourselves in our essence: to understand who we really are, what is important to us, where we want to go, and to do so outside the influence of our environment. This inner work involves observing ourselves, and in particular the automatisms we've built up in relation to our environment: thoughts, reactions and behaviors. Knowing your values is just as essential, because it comes down to understanding what you're looking for in any project, in any action.

Rather than looking at our world and thus defining ourselves through it, we need to take the opposite approach: connect with our essence and understand it, then reconnect it with our world.

Faced with novelty, perpetual questioning

In our VUCA world, we constantly have to deal with novelty. And faced with a new environment, we inevitably ask ourselves questions; questions that lead us to doubt, to wonder about our abilities and skills, to worry about "what people will say". This state of mind, or rather the feeling we sometimes refer to as "impostor syndrome", is perfectly legitimate. We experience it even outside our professional sphere, in our love life when we meet someone new: "Am I dressed well enough?", "He's not responding to my messages. Have I done something wrong?". But what is less so is when this emotion persists over time, negatively impacting our energy and our confidence to realize ourselves, to flourish.

To free yourself from this emotion, the key here is also to understand your environment: feel it, identify it and then make the connexion between yourself and it. Understanding yourself is also crucial; **the question is not "What role do I have to play to satisfy others?" but rather "What role do I have the desire and ability to take on in order to contribute and grow?".** If we truly understand ourselves in our interaction with our environment, we will then be able to sense what makes sense and adapt ourselves to benefit from

the dynamics of that environment.

Accepting complexity for self-fulfilment

Understanding yourself also means understanding your roles. In William Shakespeare's play *As you like it*, the character Jacques expresses the idea that "*All the world's a stage, And all the men and women merely players; They have their exits and their entrances; And one man in his time plays many parts*". More than 400 years later, this metaphor still resonates in today's world.

We do indeed play several roles, that of mother or father, friend or colleague, employee or manager. We all take on a role based on our interactions with our environment. Roles are understood here as "functions", roles we take on in certain situations. In particular, they provide a framework for our interactions with others, creating reference points but also, in a way, routines.

Our roles, however, go far beyond function: they also express a facet of our personality, an identity that we have shaped through our interactions with others. The human being is also complex and paradoxical, a multi-faceted character displaying a variety of character traits.
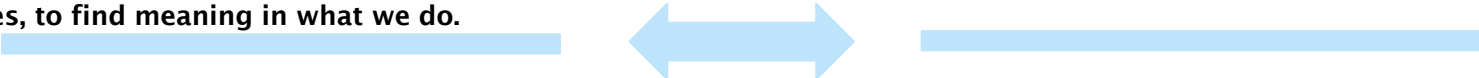
The challenge is to become aware of our roles and to accept them in order to open up fully. The danger? When we play a role that doesn't represent any of our dimensions. We thus adopt a behavior that does not reflect us, we lose ourselves in an apparent identity that is not our own, we align ourselves solely with the needs and expectations of others.

Finding meaning

In our complex and uncertain world, the question of meaning haunts us more than ever.

Although exacerbated by the health crisis, the quest for meaning has always been an integral part of our society. Contrary to popular belief, it's also not just a "fad" of Millennials, who are sometimes referred to as the "self-centered generation".

Man has always sought to find meaning in his actions. This can be seen in the example of artists, for whom the expression of their art has always been far more important than their material well-being. On the other hand, this quest for meaning has become more pronounced as our society has moved from a collective to an individualistic model. "We" has turned into "I", "us" into "me". Today, self-centeredness has taken on greater importance in the face of a diffuse and multifaceted collective consciousness. And **as soon as we connect to this self-awareness, we seek to realize ourselves, to find meaning in what we do.**
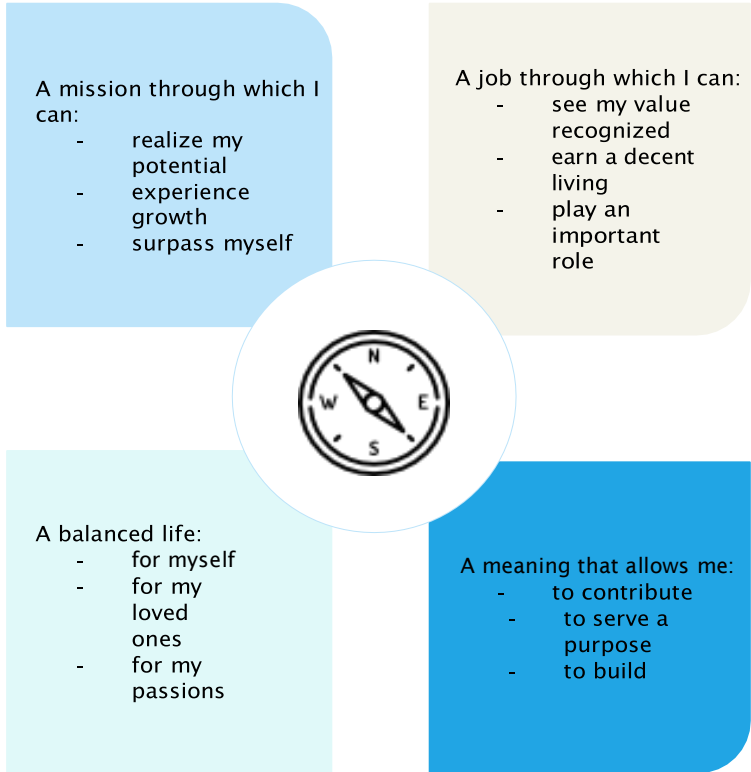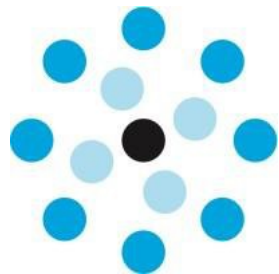
Today, there are 4 main types of meaning:

- For some, meaning means achieving fulfillment and growth in what they do.
- For others, a meaningful job is one that allows them to earn money, get promoted or be recognized by their peers.
- The meaning can also be "to contribute to something", as in a job that has a societal and/or environmental impact.
- Finally, meaning can be defined in relation to one's social or professional circle. "I contribute to the growth of my company" or "I work part-time to have time with my theater company". Or in relation to one's family circle. "I work so that my family is protected from want" or "I want to leave my business to my children"...

What we mean depends on each of us. We can have several, but rarely all four. It's up to us to choose them according to our expectations, according to what's most important to us at a given moment in our lives. What do we really want? Who do we want to be? Where do we want to go?

Finding our meaning therefore means finding ourselves, working on our Self-Leadership to understand ourselves and our environment, and thus identifying what truly suits us: the personal meaning of our actions within our environment.

A mission through which I can:
- realize my potential
- experience growth
- surpass myself

A job through which I can:
- see my value recognized
- earn a decent living
- play an important role

A balanced life:
- for myself
- for my loved ones
- for my passions

A meaning that allows me:
- to contribute
- to serve a purpose
- to build

Chapter Three

Self-Leadership, how?

Iterative learning

Self-Leadership is not the acquisition of knowledge, but an iterative learning process; it is a constant evolution between our being and our environment, both in terms of how we perceive it and how we decide to interact with it. It's a process that generates a recognized identity, both for ourselves and for others.

This involves designing a path that goes through moments of questioning, breaking away, and overcoming. A process that requires us to observe our environment and ourselves, listen to and understand others and the different spaces at play, to then return to ourselves: situating ourselves in our environment, confronting others and taking our place, our rightful place.
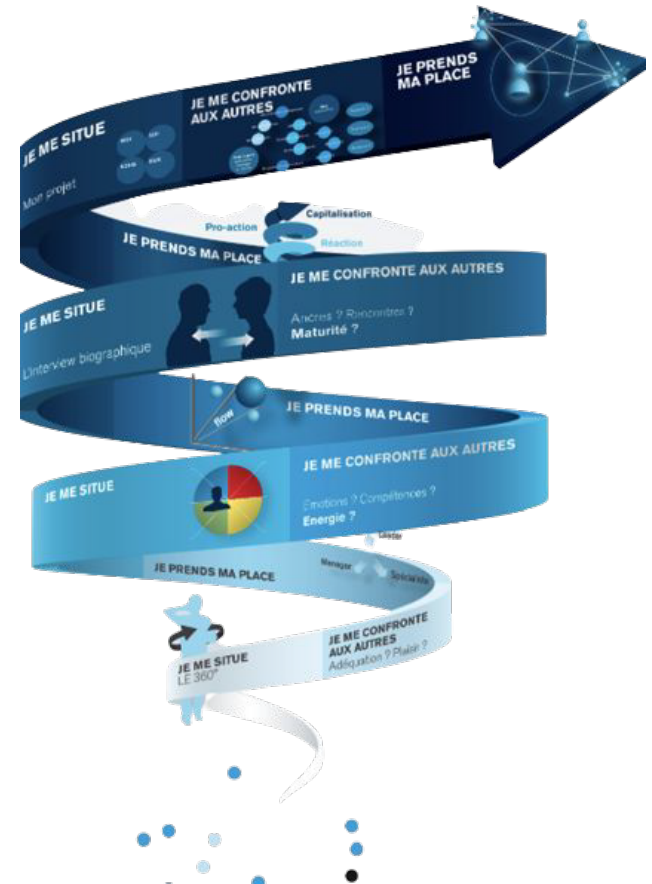
Understanding our role today

Hyperconnectivity has not only transformed the way we consume or do business. It has also redefined our professional roles.

As we discussed in Chapter Two, organizations face two paradoxes: they need to be able to innovate in order to respond to day-to-day changes, and to create added value. At the same time, they must ensure the quality and consistency of their services to guarantee the company's long-term future. They must organize the structures and processes that ensure their efficiency and profitability, drawing on both individual initiative and collective intelligence to be able to resolve issues on an ad hoc basis.

These 4 dimensions (organization, innovation, individuals, quality) represent our professional challenges and responsibilities. And these reveal four ways of responding to them, four major roles we can play by taking responsibility.

Organization

Innovation

Individuals

Quality
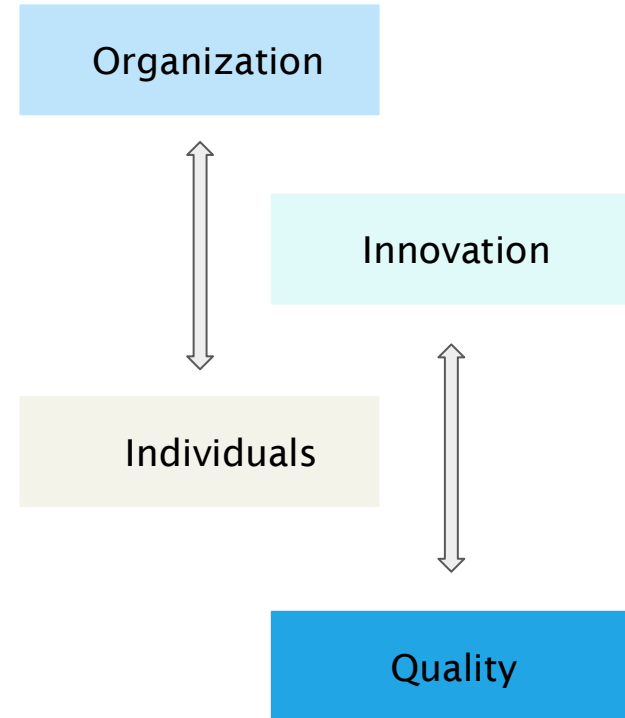
Organization + Innovation	Organization & Quality	Individuals & Quality	Individuals & Innovation
A leadership role focused on innovation and the overall vision of the organization, responsible for giving meaning to collective action.	A management role focused on quality, responsible for designing the structures necessary for collective action.	A expertise role, also focused on quality, but also on its production by operational players (individuals) and its use by customers. Here, the Expert is responsible for the practical implementation of the collective action.	A coaching role focused on human innovation, on how to collaborate in the face of change. The Coach is responsible for individual development and collective transformation.

Our organizations need leadership, management, expertise and coaching. And none of these roles is more important than any other. They are interdependent, but also dynamic, continually evolving in line with our world. As individuals, we can't adequately fulfill all four roles at once. Reflecting on and identifying which role suits us best is essential for improving our Self-Leadership in today's complex world.

Personal sustainability for tomorrow

Once we have asked ourselves about our role, let's ask ourselves about our personal sustainability in the way we play it. Personal sustainability is the ability to meet current needs without compromising our ability to meet future needs. This is the ability of every living organism to maintain and develop, whether it's a cell, a forest or an individual. This is what biologists Humberto Maturana and Francisco Varela (1972) call **autopoiesis**.

Autopoiesis is based on three fundamental interactive components:

1 Every living organism needs an internal structure that can be maintained and adapted throughout its life. In the context of our professional sustainability, this refers to the way we manage our internal resources. And therefore to the impact of our work on our health or our time, for example.

2 A living organism needs an "envelope" to position itself in its environment. When it comes to our professional lives, we shape our identity at work, through our values and by expressing our added value. And therefore an image of ourselves that is more or less consistent.

3 A living organism needs constant interaction with its environment. We exchange information and resources with it. Professionally, the regular exchange of new information helps us to grow and sustain our evolution. And therefore to adapt our way of working and our identity at work.

Personal sustainability for tomorrow

Our sustainability will depend on how we play our part. Let's ask ourselves: in the role I play today, am I truly fulfilling my current needs, but also preparing my ability to fulfill my future needs?

The aim here is to question your role in the short, medium and long term.

- **In the short term**: on managing your fundamental resources. How does the way I play my role today affect the state of my resources (time, health, finances)?

- **In the medium term**: on your professional identity. How does my current role contribute to my intellectual, social, and emotional development? How does it nurture my values? How does it strengthen my identity at work?

- **In the long term**: on your ability to innovate and reinvent yourself. Does my role allow me to evolve and learn constantly? And also avoid professional obsolescence?

Defined by Michael Kaufman in the 1970s, professional obsolescence means "*the inadequacy of up-to-date knowledge or skills required by a worker to continue to perform perfectly in his or her current or future professional activity*". Our skills are outdated or insufficient to remain useful.

Identify your preferred behaviors in view of the environment

Another important step is to understand how we interact with our environments. American psychologist William Moulton Marston (*Emotions of Normal People*, 1928) developed a model of human behavior based on two axes: the way we assess our environment and the way we respond to it.

According to Marston, **our personal psychology leads us to perceive our environment as either competitive and hostile, or supportive and communal**. Our perception of our environment generates either an active response (acting on norms by challenging or modifying them) or a passive response (complying with norms and regulations).

In concrete terms, if we see our environment as hostile and believe that we can influence the rules, we'll attempt to dominate it. In the same environment, if we tend to play by the rules, we'll conform, seeing the imposed rules as protective.

If we see our environment as supportive and tend to be active or want to change the rules, we'll try to influence those we interact with. On the other hand, *if we perceive our environment as communal and believe that rules must be respected, we will try to ensure the stability that allows us to live collectively.*

The question then arises as to how our behaviors support the role we wish to play.

Identify your preferred behaviors in view of the environment

Marston thus outlines four preferred behaviors: Dominance, Inducement, Stability and Compliance (DISC). Each represented by a color.

- Red for **Dominance**, a color associated with power and competitiveness.
- Yellow for **Inducement**, a color associated with radiance and joy.
- Green for **Stability**, a color associated with patience and stability.
- Blue for **Compliance**, a color associated with formalism and reflexion.
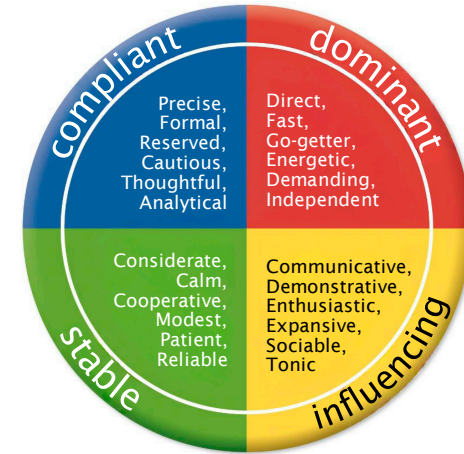
Identifying our preferred behaviors involves understanding our strengths and weaknesses in the way we act, but also in our interactions with others. We can only be one color. Our dimensions blend and collide. Each is expressed in different situations, different environments, and in relation to different individuals. Their abilities depend precisely on our preferred behaviors. They are but our own mirror.

This work also helps us to understand in which mission and in which situation we'll feel most at ease, and thus best able to contribute our added value; our Self-Leadership.

Harnessing emotional intelligence

Emotional intelligence is our primary personal tool for dealing with complexity and change. It's the ability to perceive our emotions, to discern them, to grasp the information they convey, to understand what is at stake, and to choose the appropriate behaviors. Whether "positive" or "negative", they help us to sense our environment and set ourselves in motion, to act accordingly.
According to Daniel Goleman (2013), who has theorized extensively on the subject, emotional intelligence can be defined in 4 stages:

1   Feel your emotions

2   Acknowledging what we feel and the uniqueness of each of our emotions

3   Understanding where our emotions come from and how we are their source

4   Developing healthy alternatives for interacting with our environment
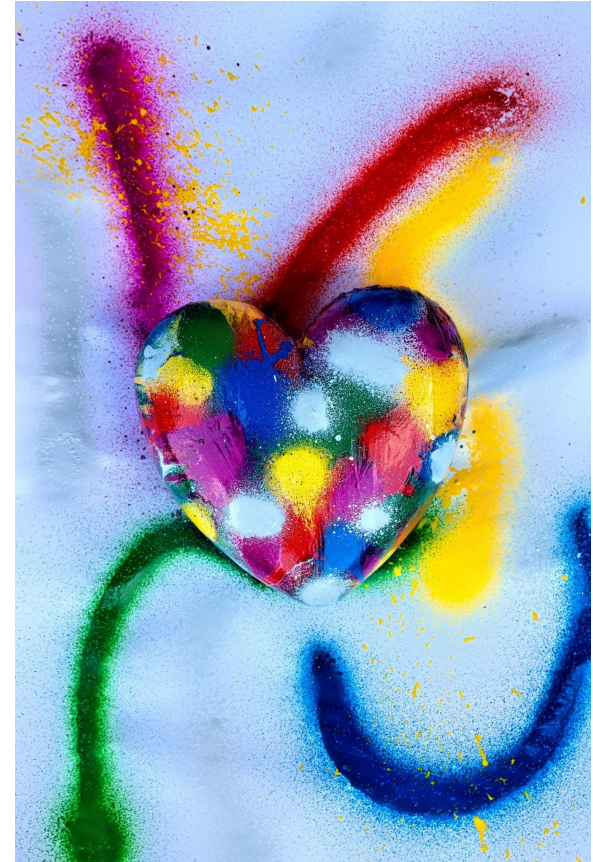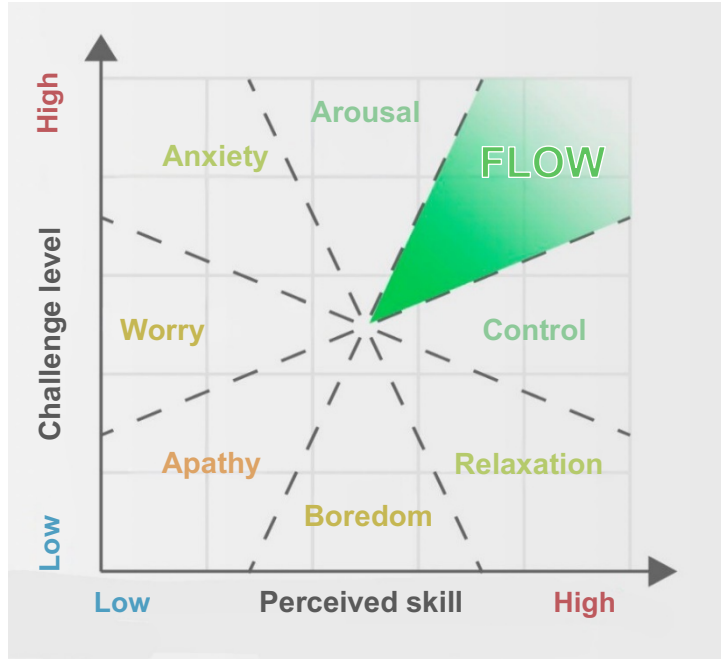
Finding your "flow"

Hungarian psychologist Mihaly Csikszentmihalyi claims that when we love what we do, when we feel both competent and challenged in the face of a situation, we experience what he calls the state of "flow". A state in which we lose all sense of time and space, and become truly fulfilled.

In his model shown on the left, Mihaly Csikszentmihalyi measures the degree of challenge felt when performing a certain activity, and the level of skill we have to carry it out successfully. The greater the challenge and the more skill we need to apply, the more we'll find ourselves in this state of flow. Conversely, we find ourselves in a state of apathy when we have neither the skills not the challenge when faced with a mission. We feel we're wasting our time. We find no substance in our actions.

Being in the flow gives us energy, but this state is not constant. Sometimes, and perhaps all too often, we perform activities that don't suit us very well. The goal is to **achieve a balance between professional activities that cost us energy and those that give us energy, based on our personality**. If we devote too much time on tasks and missions that take energy away from us, we find it difficult to remain useful in a sustainable manner and to fulfill our potential.

Identify your career anchors

Throughout our careers, we make choices. And these we do according to our personal or situational priorities. But if we take a step back, and look at our career as a whole, we can detect fundamental values that are recurrent in the choice of paths we take.

American psychologist Edgar Schein calls these values career anchors. They allow us to give meaning to the options we will choose. Edgar Schein identifies 8 anchors.

Technical. The career is organized around a specific profession. I want to become an expert in my field and constantly acquire new skills to improve myself.

Managerial. The career is directed towards positions of responsibility. I'd like to be promoted and earn more, because that's the highest form of recognition for me.

Autonomy. A need for independence.

Stability / Security. The career is oriented towards a comfort zone.

Entrepreneurial creativity. I can start my own business and do things by my own efforts.

Dedication. A career is built around activities that contribute to a cause or correspond to personal interests.

Challenge. The desire to always have to surpass oneself, to be challenged.

Lifestyle. The career is focused on the pursuit of quality of life. Above all, I want a balance between my personal and professional life.

Consistency, paradoxes and maturity

The above dimensions are not self-sufficient. Each represents a dimension of our own complexity, the one that reflects the many ways in which we experience our interaction with our environment. Demonstrating Self-Leadership doesn't mean trying to fit into a pre-established model. Rather, it means looking for keys to understanding our complexity.

We find consistency. Our position on certain dimensions echoes others. We can draw on this personal consistency to gain certainty about our needs in terms of the types of mission or environment we require. They are the invariants of our professional identity.
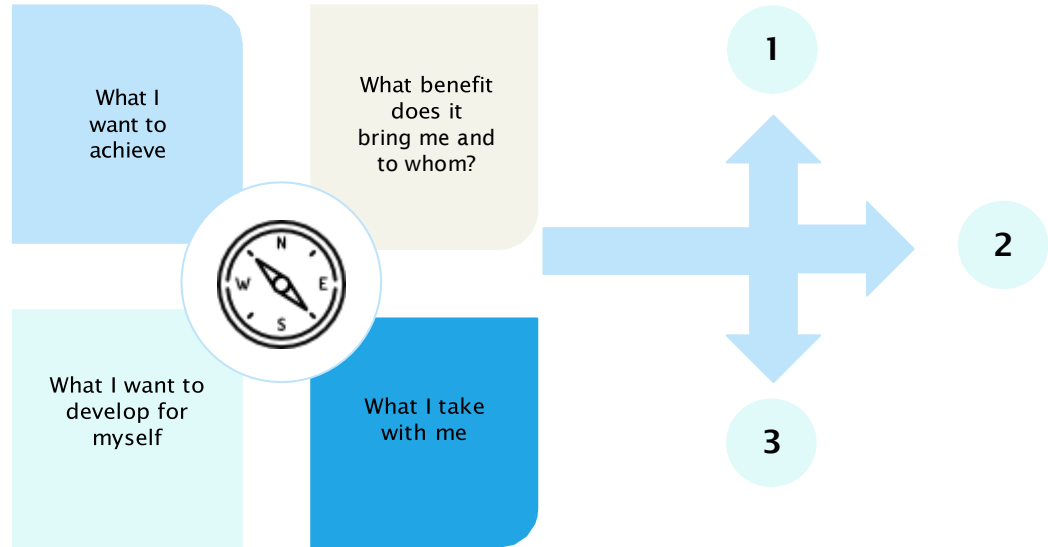
We also find paradoxes. We all live it. Even if positivist psychology tends to reject them, we need them. When we recognize them, they are the seeds of our creativity and our strategies for accomplishment. They are the vectors of the constant evolution of our identity.

We navigate between coherence and paradox as we meet new people. Although introspective, Self-Leadership is by no means a solitary journey. Accepting and understanding both our coherences and our paradoxes involves interacting with others, and observing the impact this interaction has on us.

We're finally as old as our arteries. Self-Leadership also means consciously looking at your own stage of life. The conclusions we draw from previous learning experiences will be different... Youth is the right time to explore and push one's paradoxes. Maturity rather brings the need to respect them.

Define your personal compass and your path

By understanding all our dimensions, but also our paradoxes, we can then define our personal compass. One that integrates both our aspirations and our constraints. One that integrates our own complexity to chart the course to follow: where am I now, and where do I want to go in order to better take my place, my rightful place, in my professional life.


What I want to achieve

What benefit does it bring me and to whom?

What I want to develop for myself

What I take with me

1

2

3

Reaction, proaction, serendipity

The purpose of Self-Leadership is not to define an action plan**. It's a question of clarifying what you carry within yourself regarding choices for your development, not of describing what to implement**. If we clarify things authentically, i.e. by accepting questioning, action or opportunities will follow.

Using their personal compass, everyone will then be able to draw up scenarios, expressing possible paths to follow in the set direction. Then, as the environment and the individual evolve, one or the other will take shape.

Stopping reacting (Reaction) doesn't automatically mean taking action (Pro-action), but also creating the conditions to be ready to act and seize opportunities (Serendipity).

To understand better, let's look at the definitions of the 3 words above.
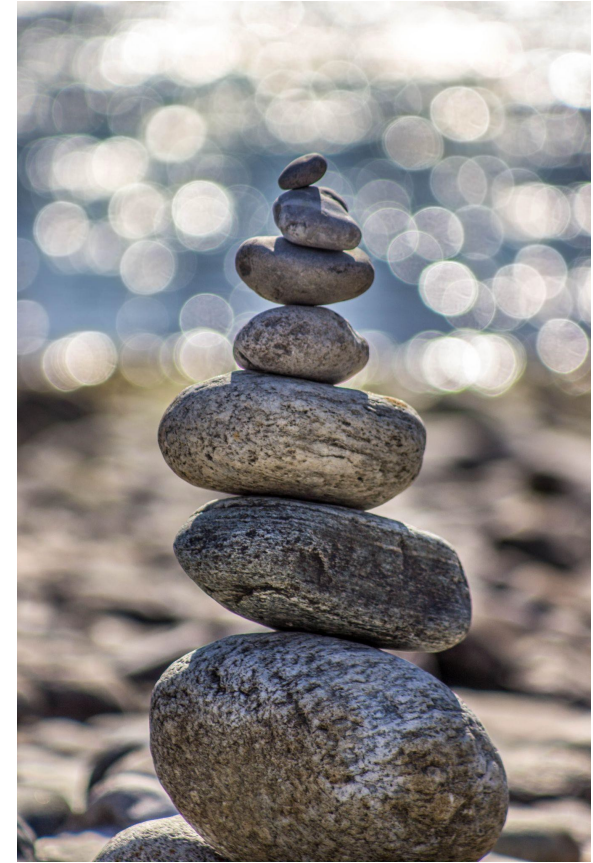
Reaction

Examples of situations. We react at the beginning of our careers. We have to learn to understand our environment, the demands of the market and how our behavior fits into all this. We also react every time we start a new job or launch a new project.

How we see the situation. The causes and effects of what is happening are poorly understood. The environment is strange, even magical: we sense that there are rules, but we don't understand them, not least because we don't understand all the words used by our colleagues.

Our state of mind. We live mainly in the present, with little concrete projection into the future. We believe the situation is full of opportunities and risks, and we're not yet sure we can cope with it. Uncertainty is our main state of mind.

What we do. We operate by trial and error. We observe and try to understand how to conform to the situation and the culture, to fit in. It's a kind of quest to exist.

What we get. If we are successful in adapting to the new environment, we receive the recognition that we belong. Which, if we notice it, will enable us to become proactive.

Proaction

Examples of situations. We've begun to understand the rules of the game in the working environment in which we operate. We are recognized as players in the game. We want to contribute by improving what we observe, based on our still fresh perspective. We want to succeed by tackling the challenges. We want to play our cards better.

How we see the situation. The imperfections we face can be improved thanks to our past experience. We have a role to play. We can challenge the status quo, provided we take into account the multiple stakeholders we are now able to identify.

Our state of mind. We identify ourselves with our roles. We internalize the behaviors expected of people of our "rank". And we focus on designing our own identity in the environment in which we work. We belong to this environment, and we want to be recognized for the special value we bring to it.

What we do. We set ourselves goals and determine how we want to achieve these goals. We take on challenges (missions, projects, etc.), seek out the resources needed to carry them out and put our energy into achieving the goals. Efficiency and belonging are our criteria for success.

What we get. If our individual contribution and the company's objectives are aligned, we may receive official recognition (bonus, promotion, belonging to a specific management circle, article in the company newspaper, a new project to lead, etc.). These are signs that we exist not only as individuals, but also that our professional identity is clearly identified and valued.

Serendipity

Examples of situations. Your environment regularly offers opportunities that perfectly match what you want for yourself AND the added value you have to offer. You are successful, but people think your success is their success. You create connections between what they do and what others do in order to create new opportunities for them and for you.

How we see the situation. We accept the complex, paradoxical nature of reality and our own limitations. We believe that if something unexpected happens or we make mistakes, things will turn out well. And if they go wrong, life will have given us an opportunity to learn and grow.

Our state of mind. We don't see the workplace and the world as problems to be solved. We minimize our need to control people and events. We no longer care about adapting to our environment. We trust our intuition. We are primarily concerned with the question of inner integrity: Am I true to myself?

What we do. We don't really "do". We remain focused on the present. We are constantly connecting elements (information, events, thoughts and actions) in an intuitive way. When we encounter a situation that might require our added value, we offer it without diving into the situation. We lay the responsibility for using our value on the recipient of our contribution.

What we get. Self-confidence, inner peace and new opportunities.
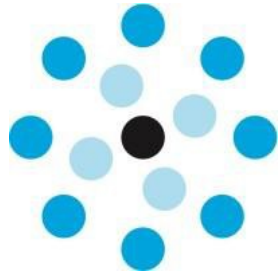
Conclusion

Self-Leadership
## A journey of acceptance of one's own complexity

Since the world, life and ourselves are complex, and simplistic views are not sufficient in the long term, Self-Leadership is a journey with ourselves as beings interacting with our environment, so that step by step we become aware of and accept complexity; our own, and that of our environment.

To facilitate this awareness, we address fragmented visions, each of which cannot translate the whole of the 3rd complexity, that of the relationship between the environment and us. It's the sum total of these fragmented visions that creates a global picture that integrates our own complexity, a bit like a kaleidoscope. Awareness gives rise to confidence, because we recognize ourselves in it.

Paradoxically, refusing a simplistic approach brings authenticity and a willingness to let go of ready-made solutions. It is also this refusal that inspires confidence.

By looking to the future, too, and realizing that we don't have to find a miraculous solution that will make us happy, but simply satisfactory options in which we can recognize ourselves. Finally, by looking at the present, accepting the moment as a simple stage, to be experienced and learned from.

Self-Leadership is about living in the present with awareness and acceptance of the past, but also walking along paths to the future that we take for what they are, a simple clarity about the next step to take.
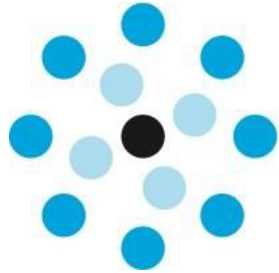
Self-Leadership Lab

Self-Leadership Lab
Your next step towards yourself

Developed at the University of Geneva, Self-Leadership Lab is an educational professional development program that offers you the opportunity to reposition yourself in the complexity of your environment, become aware of your behaviors, focus on your deep motivations, and have the courage to implement an action plan.

Much more than a training course, Self-Leadership Lab is a journey of self-discovery. A journey through four stages:

- Step 1. What professional role should we take on today?
- Step 2. My personality in action
- Step 3. The driving forces of my evolution
- Step 4. My evolution scenarios
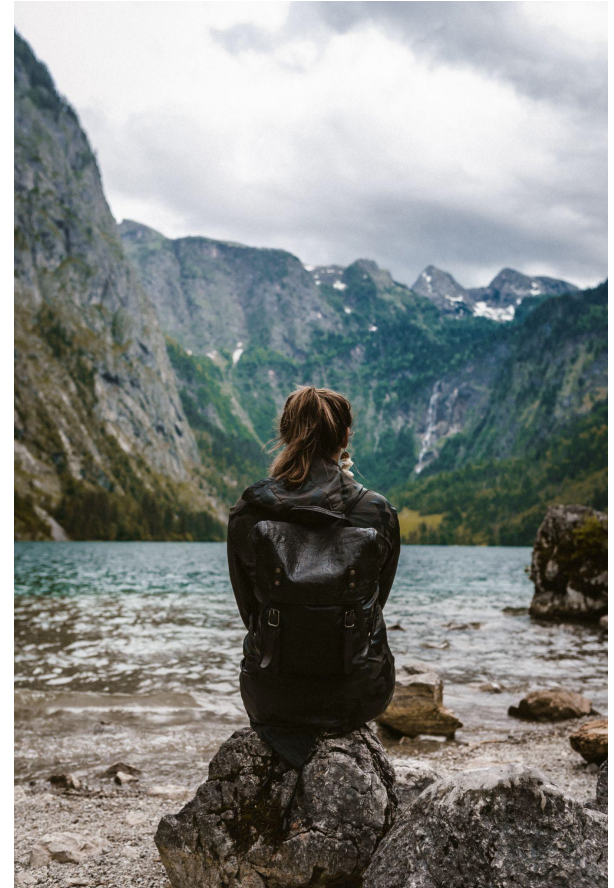
These 4 steps will enable you to understand your role, as you play it and as it is perceived, to become aware of your behaviors towards your environment and how to use your energy in the way that is most relevant to you, to see your intrinsic drivers and what is important to achieve at the present moment of your life cycle, and finally to have confidence in the path you are on.

Self-Leadership is an **online learning program based on collective intelligence** that includes an online platform for individual work and group sessions with a coach to challenge yourself and go beyond your own reflexion. The platform includes videos to stimulate your thinking, quizzes, questionnaires and exercises.

#1
SELF-AWARENESS
Becoming aware of your strengths and driving forces, and building your own added value

#2
HARMONY
Positioning yourself between your responsibilities and your personal aspirations, embodying your role

#3
MEANING & INSPIRATION
Identifying your guiding ideals and comparing them with your current stage of life.

#4
REALIZATION
Formalizing your development scenarios so that your influence leads to their realization.

A guarantee of reliability

Self-Leadership was developed at the University of Geneva, a member of Europe's top 20 and the world's top 60 in the Shanghai rankings. Every year since 2008, some 15 researchers, managers and coaches have invested around 300 hours in R&D and continuous improvement around the program. **More than 2,000 people have benefited from this program, and 92% of them have once again become fulfilled players in their professional lives.**

Yourself	+2,400	92%	Long term
You are the central player in your professional development throughout the course.	The number of people who benefited from the program Self-Leadership	The number of people who have implemented one of their own scenarios and taken their professional life into their own hands	2/3 of participant groups continue to support each other over time

Our community

Look for difficulty, not danger. Move forward, try, dare. Boldness is enchantment. Self-Leadership is an inner journey to turn outward. Thanks to this stimulating methodology, I was able to position myself in a way that aligned with who I was and what my company needed. This opened up my management to my new role.

Marielle, Homecare Executive, Switzerland.

Self-Leadership was an experience of curiosity, questioning and authenticity. I learned that mastering my life is not about control, but about regularly questioning myself, integrating changes in my environment and accepting my current limits. Becoming aware of myself and my ecosystem has enabled me to tackle my next challenge.

Laura, Human Resources Manager, Public Works, Switzerland

This journey, structured to inspire us, took me from "Who am I?" to "How can I understand the rest? ", with a final emphasis on "where do I want to go next?". On this wonderful journey, you'll learn how to use your own compass so you don't get lost for the rest of your life!

Javier, Risk Manager in Finance, Switzerland

Self-Leadership allowed me to focus on myself and determine my life goals. Every time I realize I've achieved one of these goals, I feel an almost surreal joy and confidence. Faced with an uncertain world, I know I can count on the strength of my decisions.

Ash, Researcher and Entrepreneur, USA

Become the best version of yourself

I would like to know more about the training

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