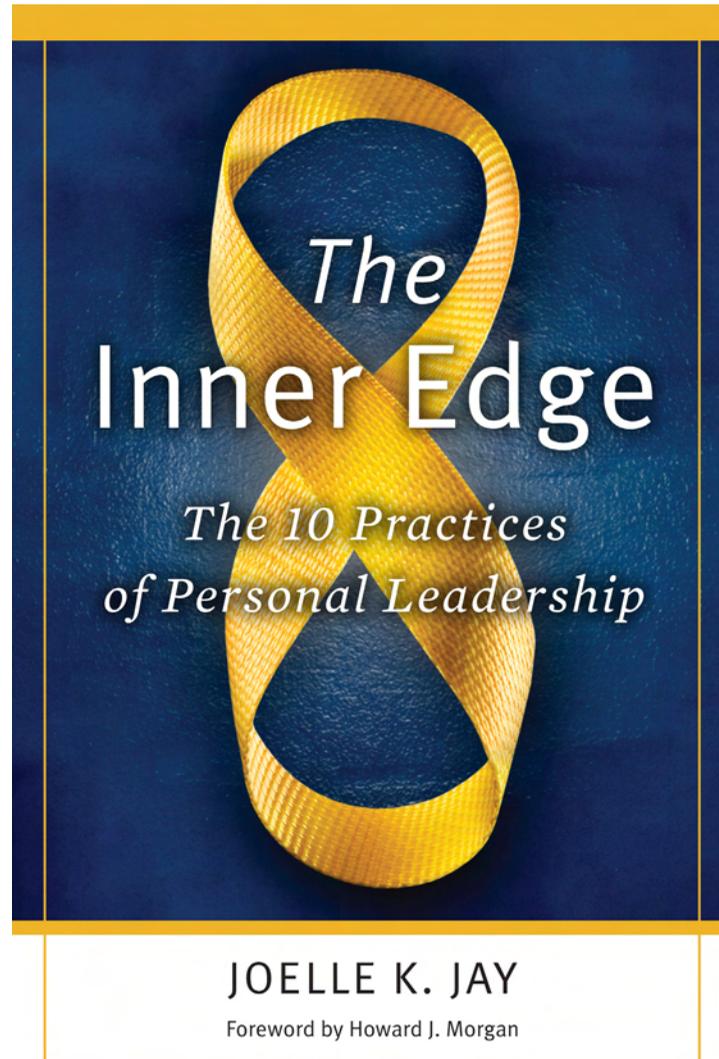


JOELLE K JAY



THE WORKBOOK

Bonus Chapters, New Strategies, and Extras for Inner Edge Readers

The Workbook is a companion guide to *The Inner Edge*. It contains all of the worksheets from the book, plus a synopsis of every chapter and bonus material, combined into one convenient downloadable workbook. It has been created to give you more room to write, more space to think and more support in your efforts to be a better leader and lead a better life.

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ABOUT THE AUTHOR



Joelle K. Jay, Ph. D., is an executive coach, speaker and author who is a recognized expert in the field of personal leadership. She is the founder and president of the leadership development practice, Pillar Consulting, an associate with the Leadership Research Institute and the author of *The Inner Edge: The 10 Practices of Personal Leadership*. She specializes in leadership development and executive education in Fortune 500 companies and is a trusted advisor to presidents, vice presidents, and C-level executives. She has been contributing to the field of leadership for over 16 years and has been honored to work with hundreds of leaders to leverage their talents, grow their teams, and maximize their time

As an executive coach, author and speaker, Joelle helps leaders leverage their talents to achieve top performance and business results. As a result, leaders are able to sustain the effectiveness and sense of professional well-being that keep them at their best.

Joelle has a Ph.D. with a focus on learning and leadership from the University of Washington. She also has a master's degree from Boston University, a bachelor's degree from the University of Nevada, and advanced certification from the International Coach Federation. She is an accomplished author who has published three books and dozens of articles, white papers and research reports. Her award-winning research is the basis for courses in universities around the world.

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Bonus Worksheet!

PREVIEW OF THE BOOK THE 10 PRACTICES OF PERSONAL LEADERSHIP

The First Practice: Get Clarity *What do you want?*

The first practice of personal leadership is *getting clarity*. In business, “clarity” equates to setting a vision. For leaders, clarity means having the skill to get such a vision quickly, consciously, and confidently again and again as circumstances change and evolve. When you are clear about what you want, you are able to describe it in vivid detail. You know what it will take to get there and how it will feel to arrive.

The Second Practice: Find Focus *Where will you put your attention?*

The second practice of personal leadership is *finding focus*. In business, “focus” is often achieved through a strategic plan. For leaders, focus comes from the process of prioritization, giving them the ability to cut through the clutter of a crowded mind.

The Third Practice: Take Action *What do you need to do?*

The third practice of personal leadership is *taking action* - not just any action, but action that is targeted and effective. In business, action can be random, disorganized and endless. Leaders must be more clever than that. You must not just organize your actions but *catalyze them* to find the swiftest, most powerful ways to attain multiple goals with ease.

The Fourth Practice: Tap Into Your Brilliance *What's unique about you?*

The fourth practice of personal leadership is *seeing your brilliance*. In business, the focus tends to be on weakness. From performance reviews to data analysis, the question always seems to be, “Where are we failing and how do we fix it?” Leaders need to ask a different question: “Where do I excel, and how do I leverage my talents for the best possible results?” Thus you improve not by *changing* who you are, but by becoming *more* of who you are.

The Fifth Practice: Experience Fulfillment *What motivates and inspires you?*

Experiencing fulfillment is the fifth practice of personal leadership. In business, fulfillment is often substituted with *rewards*. If you work hard and do well, you will receive such remuneration as a salary, a raise or a bonus. But leaders don't just need to be rewarded, they need to *feel* rewarded with an experience of motivation, contribution, and meaning. When you experience fulfillment, you move from success to significance.

The Sixth Practice: Maximize Time *How can you achieve more with less?*

Maximizing time is the sixth practice of personal leadership. In business, we try to accomplish more with time management. But it's not working. Leaders are busier than ever, and it seems to be getting **WORSE**. Like all effective leaders, you need to stop

managing your time long enough to get a handle on what you want to do with that time and learn new ways to maximize the time you've got so you can do more, with less.

The Seventh Practice: Build Your Team

Who can support you?

The seventh practice of personal leadership is *building your team*. In business, leadership involves putting together the right team to complete the work. For leaders, building a team means finding the right people to support their growth. Building a personal support team brings you the insight you need to expand and stretch in new ways - not because you cannot do things for yourself but because you can do more with the help of others..

The Eighth Practice: Keep Learning

What do you need to know?

The eighth practice of personal leadership is to *keep learning*. In business, "learning" often takes the form of workshops and seminars. Leaders need a more customized way to learn - a highly personal, completely self-designed approach to becoming even better than they are today.

The Ninth Practice: See Possibility

What's possible?

The ninth practice of personal leadership is to *see possibility*. In business, despite a push for innovation and creativity, the approach is typically concrete. Specific. Analytical. But leaders have another, more intuitive option. You can learn use creativity, openness and trust to recognize to the possibilities around you.

The Tenth Practice: All...All at Once

How can you have it all?

The tenth practice of personal leadership is called "*all...all at once*." In business, we tend to compartmentalize our work and ourselves, keeping separate the personal and professional parts of our lives. But leaders succeed more when they bring *all* of themselves to their work. It *is* possible for you to have it all...all at once.

Leading on the Edge

What kind of a gift do you want to be?

The practices of personal leadership comprise ten ways leader can learn *who* they want to be and *how* they want to be to access their true potential, whether that means leading a company, leading a team, or leading a life. Now it's time to pass on the gift.

INTRODUCTORY SECTION

The Inner Edge

Every leader has an inner and an outer edge.

Your *inner edge* is the “you” behind the scenes: your thoughts and motivations, your aspirations, your plans, your decisions, your strengths and weaknesses, your values, and your way of becoming a success.

Your *outer edge* is the “you” you show the world: your words, your actions, and your interactions with the people around you.

Leaders often tend to focus only on their outer edge. The vision. The mission. Countries, companies, customers and clients. Results. All of that is appropriate and productive, and you will continue to do this work as a leader.

But leaders must also learn to think about their inner edge.

- Who are you as a leader?
- Who do you want to be?
- What do you want to achieve, why, and how?

Questions like these are the inner work of a leader, and they shape your ability to lead and live well.

PREPARING FOR PRACTICE

Why are you reading this book? What are you hoping to gain?

What will happen if you achieve what you want?

What will happen if you don't?

At the back of the chapter you will find a survey to test your skills in personal leadership. Take that survey now. What does it tell you?

YOUR INNER EDGE: A SELF-ASSESSMENT

ARE YOU PRACTICING PERSONAL LEADERSHIP?

This survey will give you a sense of where you are just living your life and where you are actually leading it. Ask yourself to what extent you agree with each statement. Mark the corresponding number and give yourself an average score. Be sure to actually mark up your survey so you can revisit it later. A blank survey is available on the website, www.theinneredge.com, for you to download anytime. Check in again every six to eight weeks. Is your score improving?

Strongly Disagree Agree Strongly Agree

Clarity

1. I am clear on what I want and know how to get it—for the big things and the small.

1 2 3 4 5 6 7 8 9 10

2. I practice a strategic, reflective approach to leadership.

1 2 3 4 5 6 7 8 9 10

Focus

3. I know where to focus my attention on a daily basis.

1 2 3 4 5 6 7 8 9 10

Action

4. I am able to maintain peak performance at all times.

1 2 3 4 5 6 7 8 9 10

5. I maintain my sense of stability and equilibrium in times of change.

1 2 3 4 5 6 7 8 9 10

Brilliance

6. I have identified my talents, strengths, skills, and weaknesses.

1 2 3 4 5 6 7 8 9 10

7. I know how to maximize and leverage my unique talents and abilities.

1 2 3 4 5 6 7 8 9 10

Fulfillment

8. I am delighted with my quality of life both on and off the job.

1 2 3 4 5 6 7 8 9 10

9. I feel very little stress in my life. I am not overwhelmed.

1 2 3 4 5 6 7 8 9 10

10. I make a meaningful contribution every day.

1 2 3 4 5 6 7 8 9 10

Time

11. I have plenty of time for people, activities, and events that are most important to me.

1 2 3 4 5 6 7 8 9 10

12. I take regular action toward my most important goals—not just what's most pressing.

1 2 3 4 5 6 7 8 9 10

Team

13. I have a wide network of people who support me, and whom I support in return.

1 2 3 4 5 6 7 8 9 10

Learning

14. I am constantly learning and improving myself.

1 2 3 4 5 6 7 8 9 10

Possibility

15. I intuitively recognize and take opportunities.

1 2 3 4 5 6 7 8 9 10

16. I am often astounded by the way the opportunities I want and the solutions I need present themselves at just the right moment.

1 2 3 4 5 6 7 8 9 10

Alignment and Integration

17. I achieve a sense of renewal and restoration on a daily basis.

1 2 3 4 5 6 7 8 9 10

18. I am proud of my ability to maintain my values and the essence of who I am, even when life gets hectic and/or as I get more and more responsibility.

1 2 3 4 5 6 7 8 9 10

Success with Quality of Life

19. I have achieved success as I define it.

1 2 3 4 5 6 7 8 9 10

20. I can say with confidence that every day I am at my very best.

1 2 3 4 5 6 7 8 9 10

SECTION 1

The First Practice: Get Clarity

What do you want?

The first practice of personal leadership is *getting* clarity. In business, “clarity” equates to setting a vision. For leaders, clarity means having the skill to get such a vision quickly, consciously, and confidently again and again as circumstances change and evolve. When you are clear about what you want, you are able to describe it in vivid detail. You know what it will take to get there and how it will feel to arrive.

YOUR INNER VIEW

Step 1: Identify the Topic

What is your purpose for seeking clarity at this time?

Step 2: Ask Open-Ended Questions

1. What do you want?

2. What do you hope will happen, and why?

3. What challenges are you facing?

4. What questions do you have?

5. What else is vitally important to you at this time?

Step 3: Explore the Answers

- Think
- Write
- Brainstorm
- Talk to a friend
- Create new questions
- Work with a coach
- Meditate
- Record your ideas aloud
- Keep asking questions

DIRECTIONS FOR YOU AND IMPROVED

Preparing for the Process

What do you want to envision? How far into the future do you want to go?

Suggestions for Relaxation

Close your eyes. Tell yourself that everything else will keep. When you open your eyes, your work and your duties will still be there. You are only escaping for a few minutes to clear your head and get connected with your vision. You have plenty of time. You can relax. Breathe.

The Envisioning Script

Get a picture in your mind of the future you want to create. Imagine that you've arrived where you want to be, sometime in the future. Now picture a day in your life. Everything is just how you wanted it to be. Notice the location. See where you are, and notice the details around you. Envision yourself walking around the space, owning it.

Now notice yourself going somewhere. It's a day in the life of the you you wanted to be. Where are you going? Who are you with? Notice the people around you. See yourself interacting with them, and notice how they react to you. How do you hold yourself? What do other people see, hear, and experience when they are with you?

Widen the view. What do you notice about your home and personal life, your health, your downtime, your professional aspirations, your finances, and the ones that you love?

Spend time here. See yourself moving through the day and notice the evidence of your success, however you define it. See how different you are in this vision than you are now. See how your day-to-day life has changed. Walk yourself through the hours of an ideal day, living the life you wanted to live. Take in the scenes with all of your senses—sight, sound, touch, taste, and smell. What emotions are you feeling? How can you tell? Connect with those emotions. Imagine yourself feeling them. Experience them now.

Questions for Reflection

- What was it like for you to envision the future?

