

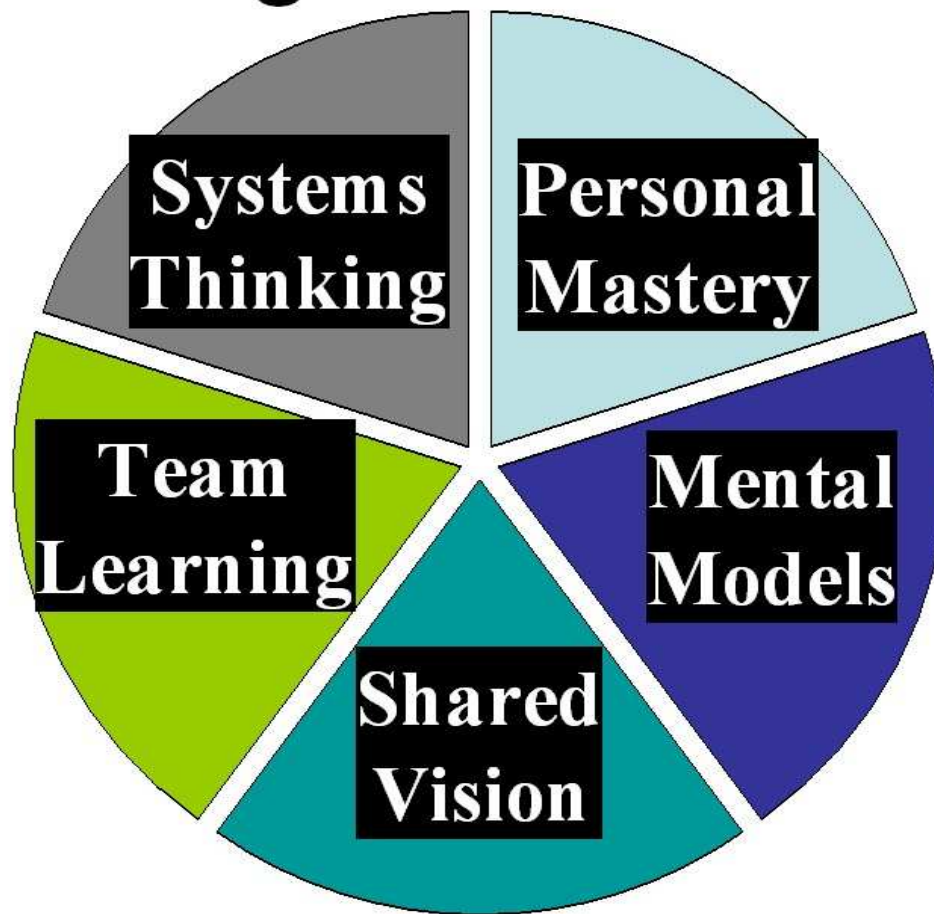
PERSONAL/SELF MASTERY

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Background

Peter Senge's Five Disciplines



MASTERY

- a) Gaining dominance over people or thinking
- b) Also a special level of proficiency (personal growth & learning)

Personal mastery

The discipline of
personal growth and
learning- Peter Senge

More than just
competence and skills; its
about creating a desired
future and moving towards
it

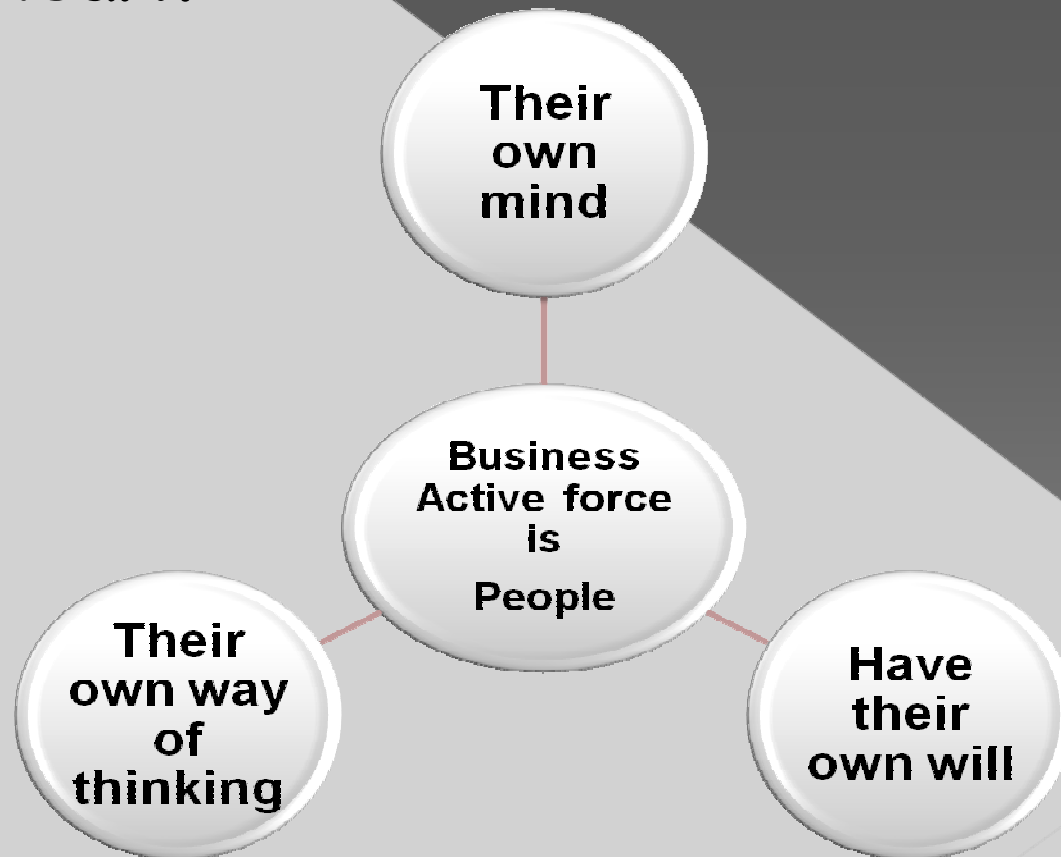
PERSONAL MASTERY

A discipline of

- a) Continually Clarifying
- b) Deepening personal vision
- c) focusing energies
- d) Developing patience &
- e) Seeking reality objectively

The spirit of the Learning Organization

Organization learn only through individuals who learn



If people are not sufficiently motivated to challenge goals of growth and technology development.. There will be no growth, gain in productivity.

Characteristics of people with high PM

1. A vision is a calling rather than simply an idea
2. "Current reality" seen as ally, not an enemy
3. Learned to work with forces of change instead of resist forces

4. Deeply inquisitive

5. Feel connected to others & life itself
with out loosing uniqueness

6. Feel part of large creative process,
which they can influence but cannot
unilaterally control

WHAT DO PEOPLE WITH HIGH PM DO?

1. Live in continual learning mode
2. They never arrive
3. For them PM is not you possess, it is a process
4. A life long discipline

5. Acutely aware of their ignorance,
incompetence

6. Aware of growth areas, deeply
self confident, values

7. Make commitment to goals larger than themselves, being open, exercising free will, try to form accurate reality picture

WHY WE WANT PERSONAL MASTERY

1. The belief that there is no fundamental tradeoff between higher virtues in life and economic success- we have both

2. People have a broader and deeper sense of responsibility in their work. They learn faster
3. There is a different relationship between Employee and Institution

COVENANT VS CONTRACT

© Traditionally there was a contract

Example: Honest day's pay for an honest
day's labor

Covenant vs contract

Max de Pree, says

Covenant: Relationship rests on a
shared commitment to
Ideas- issues—values—goals- to
management process.

Covenant relationship reflect Unity—
grace—poise. They are expressions of
sacred nature of relationship.

Contracts: are a small part of a
relationship.

4. Shift in attitude of work

© From Institution to a Sacred View of Work

Institution: work is a instrument to generate income

Sacred: People or objects are sacred in the sociological sense

Traditionally organizations supported people's development instrumentally.

HOW TO DEVELOP A SENSE OF PM

1. Personal Vision
2. Holding Creative Tension
3. "Structural conflict": The power of your powerlessness
4. Commitment to Truth

5.Using the Subconscious

6.Integrating Reasons & Intuitions

**7.Seeing our Connectedness to the
world**

8. Compassion

9. Commitment to the Whole

Personal Vision

Holding Creative Tension

**Structural Conflict: The
Power of your Powerlessness**

Commitment to the truth

**Using the
Subconscious**

**Personal
Mastery**

1. PERSONAL VISION

- ◎ Personal vision comes from within
- ◎ Real vision cannot be understood in isolation from the idea of purpose
- ◎ Vision with no sense of purpose is just good idea

- Vision is a specific destination, picture of desired future
- Vision is concrete, while purpose is abstract

- ◎ PM is the process of continually focusing & reinforcing on what one truly wants, on ones vision.

2. HOLDING CREATIVE TENSION

- © Gaps between our Vision & reality
- © These gaps can make a vision to be seen as unrealistic or fanciful, which discourages us make us feel hopeless.

- © Gap is source of “Creative Energy” - we call Gap as Creative Tension
- © Tension seeks resolution or release

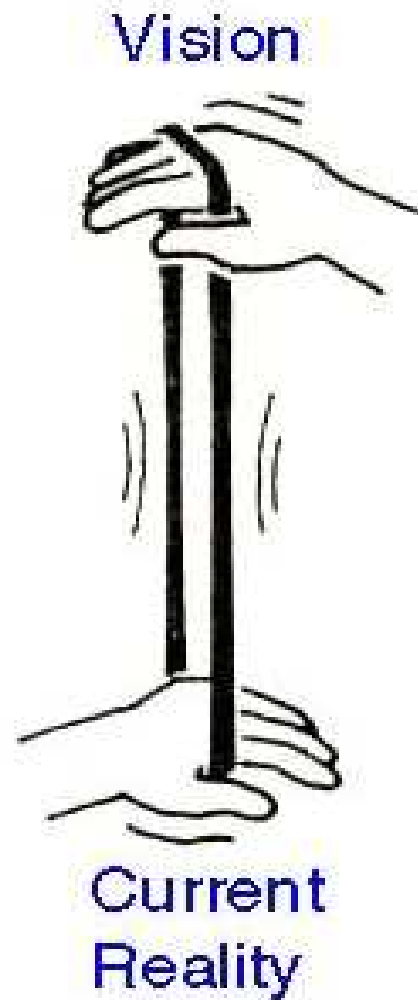
How to reduce tension

"2" possible ways

a) Pull reality towards the vision
depends on whether we holds
steady to the vision

b) Pull vision towards the reality

Creative Tension



CREATIVE TENSION

- © Creative Tension is the Central principle of Personal Mastery

Creative tension leads to

- a) Feeling/emotional associated with anxiety

- i. Such as sadness

i. Discouragement

ii. Hopelessness/worry

**"Negative" emotions that may arise
when there is creative tension are
not Creative tensions itself**

**Creative tension is completely under our
control ---the Vision.**



3. STRUCTURAL CONFLICT: THE POWER OF OUR POWERLESSNESS

- ◎ Our reactions are evidence of deep-seated beliefs
- ◎ Most of us hold one or more opposing beliefs that limits our ability to create what we really want

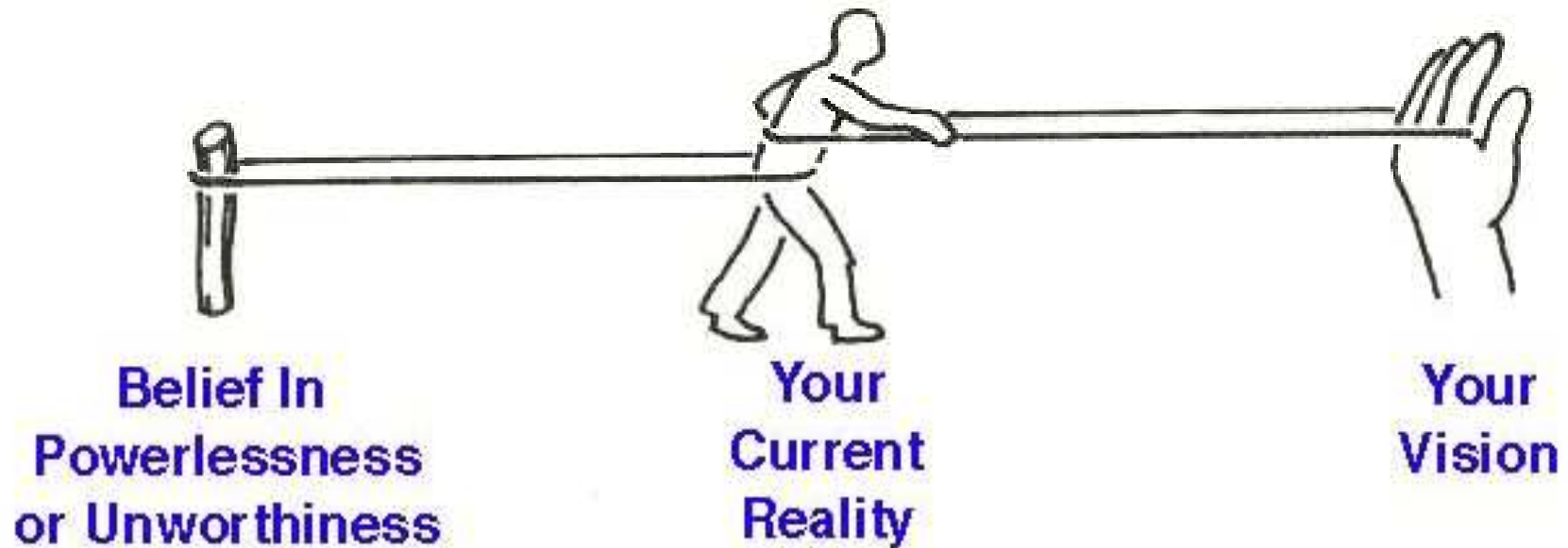
Structural conflict cont.

Belief centers

- a) Powerlessness—inability to bring into being all the things we really care about
- b) Unworthiness— that we do not deserve to have what we truly desire

The system involving both the tension pulling us towards our goal and the tension anchoring us to our underlying belief is **Structural conflicting forces**: pulling us simultaneously towards and away from what we want

Structural Conflict



How do we overcome the forces of structural conflict ?

Fritz identified 3 generic “strategies”

1. Letting our vision erode
2. Conflict manipulation or negative vision
3. Will power

4. Commitment to Truth

People always want formula, a technique,
something tangible that can apply to
solve PROBLEM of Structural conflict
--- but Commitment to Truth is far more
powerful than any technique

Here truth is - relentless willingness to root out the ways we limit or deceive ourselves from seeing what is.

- continually broadening our awareness

(this means continually Deeping our understanding of the structure underlying current event)

5. Integrating Reason & Intuition

People with High level of Personal Mastery achieve “naturally” Integrating Reasons & Intuition as a by product of their commitment to use all resource at their disposal.

6. USING THE SUBCONSCIOUS

- ◉ The implicit in personal mastery
- ◉ We deal with the complexity with the subconscious mind
- ◉ We master repetitive skills through training the subconscious and once learned they become conscious competence

**7. Seeing our connectedness to
the world & Compassion**

8. Commitment to the Whole



Resistance

Who resists PM

- a) People**
- b) Organizations..**

Resistance

- a) It is "soft"
- b) Based in part on unquantifiable concepts—intuition & personal vision

- ◉ Some fear that PM will threaten the established org of a well managed companies

FOSTERING PM IN AN ORGANIZATION

- ◉ Personal growth in a choice so if forced it will backfire
- ◉ Organizations should set a safe environment where people can;-
 1. Create vision
 2. inquiry

- ◉ Commitment to the truth is the norm
- ◉ Continually reinforce the idea that personal growth is truly valued in organization

Leaders...

- a) Commit yourself to your own personal mastery.
- b) Actions always speak louder than words

THANK YOU.....

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