



*The Stepping-Up Approach to Leadership*

*LEADING BY*  
**MANAGING MY LIFE**  
**COURSES**

**A gift from G.O.L.E.A.D.  
To ICBA**



[www.go-lead.org](http://www.go-lead.org)

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Program updated March 2017

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Managing My Life Institute

<http://www.managingmylife.com>  
<http://www.experiencingthewinningedge.com>

Produced in Canada

## **Leading by Managing My Life:**

### **Welcome to the six 'Leading by Managing My Life' Courses!**

G.O.L.E.A.D is pleased to collaborate with the **Managing My Life Institute** to provide you, with this set of six "Leading by Managing My Life" online courses. These courses, which have been written to be concise and easily understandable, aim to support your work, as managers by helping to strengthen leadership competencies with all your staff members in your organization as you lead them towards achieving your goals.

The courses are offered in PDF format, within which participants can type their notes, complete exercises and link to audio-visual presentations. The courses also incorporate self-assessment tools to help recipients assess their own leadership abilities.

You can use the courses with your staff, volunteers and clients. You can share them with your donors and contact network. We hope this will help you not only strengthen the capacity of your organizations and of your partners and clients, but also promote and help you fundraise for your work.

### **Course Introduction: What is leadership?**

There are many definitions of leadership, but the simplest and most useful here is that it is the ability to influence and inspire others to set and achieve individual or shared goals.

Is it necessary to hold a position of authority in order to be a leader? No it's not. True leadership does not come from a formal title or from formal authority. It also does not come from bullying or taking advantage of others. It comes from the ability to influence and to inspire others to act towards the achievement of agreed upon goals.

### **At work we particularly use our leadership skills when we:**

- Define goals
- Coach others
- Train others
- Set the pace
- Monitor results
- Influence and inspire others to act and to achieve

### **In our personal life, we also use our leadership skills:**

- In our roles as parents
- In our roles as siblings
- Whenever we influence and inspire our family members and friends to act on agreed upon goals and to achieve

The following one minute video-clip explains the true core skills that are necessary to become exceptional leaders. To view that video-clip please:

[CLICK HERE](#)

**The six courses included in this package are:**

**Leading by:**

- Managing My Life With Self-Confidence Page 9
- Managing My Life With a Positive Attitude Page 35
- Managing My Life With Win-Win Relationships Page 53
- Managing My Life Through Goal-Setting and Taking Action Page 72
- Managing My Life Through Managing Stress Page 88
- Managing My Life Through Managing My Time Page 116

## **VERY IMPORTANT TO READ**

Throughout this document you will be able to complete exercises by making selections or by typing your answers or comments before printing any of the pages you want.

To have access to this functionality, you **MUST** open the document in Acrobat Reader which should be installed on your computer.

**(For PC's – Right Click – Open with Acrobat Reader)**



Dear colleagues and friends,

The success of the global mission to achieve sustainable food security, nutrition and rural wellbeing depends on teams in agricultural organizations and their capacity to lead, manage change, build bridges and collaborate in collective actions to achieve our shared goals. With this in mind, and in association with the Managing My Life Institute, Global Open Learning and Education in Agriculture and Development (G.O.L.E.A.D.) is pleased to present this gift of six courses entitled “Leading by Managing My Life” to Not for Profit AARINENA Partners who participated in GFAR sponsored workshop of December 10-11, 2017 in Tunisia. These courses have also been offered by GFAR to 200 of its Partners working in the not-for-profit sector.

You are invited to share this gift with your work teams as well as your network of contacts and those who support your mission. To benefit most, it’s important to read the course materials, view the audio-visual presentations, and take the time to complete the user-friendly exercises in the workbook. Finally it is the individuals who apply the concepts at work and in their daily life who will truly benefit from these courses.

Please start by taking few minutes to answer 50 questions that will assist you in identifying the areas of leadership that you need to focus on while completing these courses.

I take this opportunity to wish you continued success.

Iman El-Kaffass, Ph.D.

Senior Organizational Development Consultant

& Executive Director

Global Open Learning and Education in Agriculture and Development (G.O.L.E.A.D.)

**GOLEAD**  
and  
**AARINENA**

**Are happy to specifically support the following not-for-profit AARINENA Partner:**

**International Center for  
Biosaline Agriculture**

ICBA's vision is to be the global Center of Excellence for innovative agriculture in saline and marginal environments

It's mission is to work in partnership to deliver agriculture and water scarcity solutions in marginal environment.

**For more information please [CLICK HERE](#)**

**Support provided to help this organization achieve its mission is always highly appreciated.**

**G.O.L.E.A.D.** in association with the  
**Managing My Life Institute**  
Is happy to collaborate with a *True Leader in the Global  
Agricultural Research and Innovation Community:*  
**AARINENA**  
**Association of Agricultural Research  
in the Near East and North Africa**

**To provide this series of courses on  
“Leading by Managing My Life.”**

**AARINENA’S Objectives Are To:**

- Foster the development of agricultural research in the Near East and North Africa Region;
- Promote the exchange of agricultural scientific and technical experience and information;
- Strengthen national agricultural research capacities for providing timely and necessary data and information to policy-makers;
- Encourage the establishment of appropriate cooperative research and training programs in accordance with identified regional, bilateral or national needs and priorities;
- Advise members on issues pertinent to research organization and management;
- Strengthen cross-linkages between national, regional and international research centers and organizations, including universities, through jointly planned research and training and collective projects; and
- Assist in the mobilization of financial and other forms of support to all efforts aiming at strengthening agricultural research and technology development in the Region.

**For more information and to find out about a possible involvement  
with AARINENA, please visit AARINENA’s website by:**

**[CLICKING HERE](#)**



### **Global Open Learning and Education in Agriculture and Development -**

**G.O.L.E.A.D.** is a not-for-profit organization whose mission is to advise, mentor and support organizations and individuals in the agriculture and development sectors in areas of leadership and management that are necessary to improve their performance and achieve their goals.

#### **Our consultancy areas include:**

- Organizational Development
- Human Resources Management
- Executive Coaching
- Training and Development
- Career Transition
- Developing Open Learning Platforms

For more information and to visit our website: [CLICK HERE](#)

In addition, G.O.L.E.A.D. offers this series of six **Leading by Managing My Life Courses** to Not for Profit organizations and their sponsors at a small one-time set-up fee. The courses will be personalized with a promotional page specific to each organization and with links to their websites. In this way, the benefitting organizations can offer the courses to their staff members and network of contacts, and can also present them to their donors to promote their activities and mobilize further resources.

For more information please [CLICK HERE](#)





## The Stepping-Up Approach to Leadership

### LEADERSHIP AND SUCCESS QUESTIONNAIRE

*Be honest and rate yourself quickly.*

*You do not need to share your responses with anyone, unless you want to.*

**Rating System:** Most of the time or Always 10 Points      Sometimes 4 Points  
Often enough 7 Points      Rarely or Never 1 Point

#### My Current Behaviour:

**Rating  
In Points**

1. I walk the talk
2. I focus on the strengths of others
3. I manage my e-mails effectively
4. I tend to be action-oriented
5. I know how to unwind and relax
6. I have a positive attitude
7. I am good at managing stress
8. I know how to prioritize my time on the things that matter
9. I know what motivates me and act on it
10. I am very aware of my strengths
11. I quickly adjust to a changing environment.
12. I manage conflict in a win-win way
13. I am a really good listener
14. I give criticism privately
15. I receive criticism calmly
16. I look for ways to make improvements
17. I enjoy coaching and supporting others
18. I follow-up on important actions
19. I demonstrate high integrity and respect for self and others
20. I have a good sense of humour



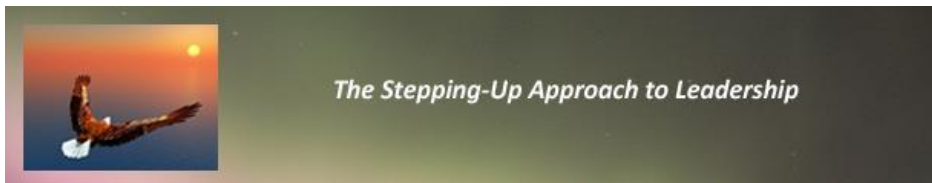
## *The Stepping-Up Approach to Leadership*

**Rating System:** Most of the time or Always 10 Points      Sometimes 4 Points  
Often enough 7 Points      Rarely or Never 1 Point

### **My Current Behaviour:**

### **Ratings In Points**

21. I encourage innovation and new ideas
22. I maintain a high level of energy
23. I exercise and try to stay fit
24. I encourage two-way communications
25. I am trustworthy
26. I tend to give others the benefit of the doubt
27. I avoid procrastination
28. I am reliable and dependable
29. I select the right people for the job and the organization
30. I give clear directions and set both individual and group goals
31. I am enthusiastic and know how to influence and inspire others
32. I like to win fairly
33. I delegate tasks frequently and intelligently
34. I understand the difference between a priority task and an important task
35. I know how to manage my thoughts and feelings in order to remain calm and composed regardless of the changing circumstances
36. I use the energy that comes from stress to continually achieve and make things happen
37. I excel at developing mutually beneficial relationships
38. I take quick action to solve problems and then avoid worrying by getting involved in activities which absorb my total attention.
39. I have realized that I have everything I need to succeed
40. I seek to improve my knowledge through ongoing education and training
41. I know how to balance my personal and professional life
42. I am very aware of my limitations and adjust my behaviour accordingly



**Rating System:** Most of the time or Always 10 Points      Sometimes 4 Points  
Often enough 7 Points      Rarely or Never 1 Point

**My Current Behaviour:**

**Ratings  
In Points**

- 43. I make each day a magnificent adventure
- 44. I accomplish everything I can accomplish every day
- 45. I enjoy helping others achieve and succeed
- 46. I make informed decisions
- 47. I am good at avoiding time wastage and procrastination
- 48. I embrace change, and refuse to let worry and fear dominate any aspects of my life
- 49. I seize the opportunities when they knock on the door
- 50. I pursue my goals until I see them through

**Your Total  
Score**

**Analyzing Your Results – *With a Grain of Salt***

**If You Have Scored Between**

- 395 and 500 points      You belong to the elite group of exceptional individuals who have truly mastered the art of leadership. As you continue to apply yourself you will continue to experience success in everything you do.
- 295 and 394 points      You belong to a group of individuals who have developed good leadership skills and who sometimes feel frustrated because they know they can do better. You can pick-up the additional ideas and techniques you still need through additional training and coaching. It is by applying these new ideas in your day to day routine that you will experience more completely the success you deserve.
- 150 and 294 points      You belong to a group of individuals who could really benefit by strengthening your leadership abilities. If you are already functioning in a leadership capacity, you will feel better and in control if you change some of the behaviours and habits that prevent you from achieving the success you want. You can do this best by taking a series of leadership courses and by applying the ideas that you are exposed to.
- 149 points or less      Leadership is at the essence a set of life skills which are made up of good habits and behaviours. The good news is that these habits and skills can be developed and improved by taking leadership courses and by integrating what you have learned at work and in your personal life. This is the best way for you to take charge of your career and to improve the quality of your life.



*The Stepping-Up Approach to Leadership*

*LEADING BY*  
**MANAGING MY LIFE  
THROUGH GOAL-SETTING  
AND TAKING ACTION**

**A gift from George Beshara**  
*Author of "Experiencing The Winning Edge"*



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Program updated March 2017

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# *Leading by* **Managing My Life Through Goal-Setting And Taking Action**

## **Table of contents**

Relationship between leadership and Goal-Setting and Taking Action

What Is Goal-Setting?

Why Set Goals?

Goal-Setting Techniques

Why We Don't Achieve Our Goals

Bucket List Goal-Setting Technique

Inventory-Based Technique

Needs-Based Technique

Creative Goal-Setting Technique

Taking Action

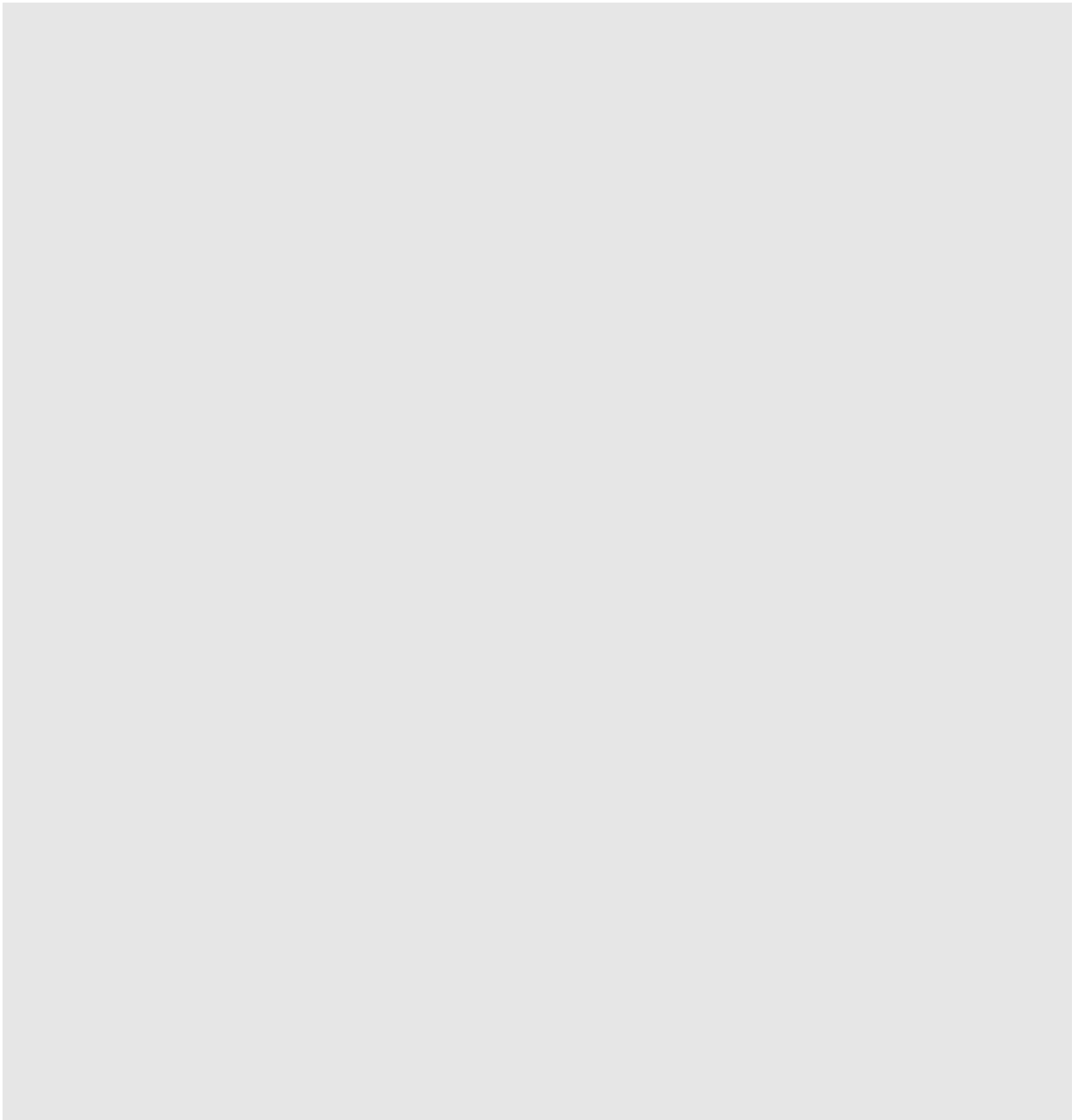
Follow-Up

Conclusion



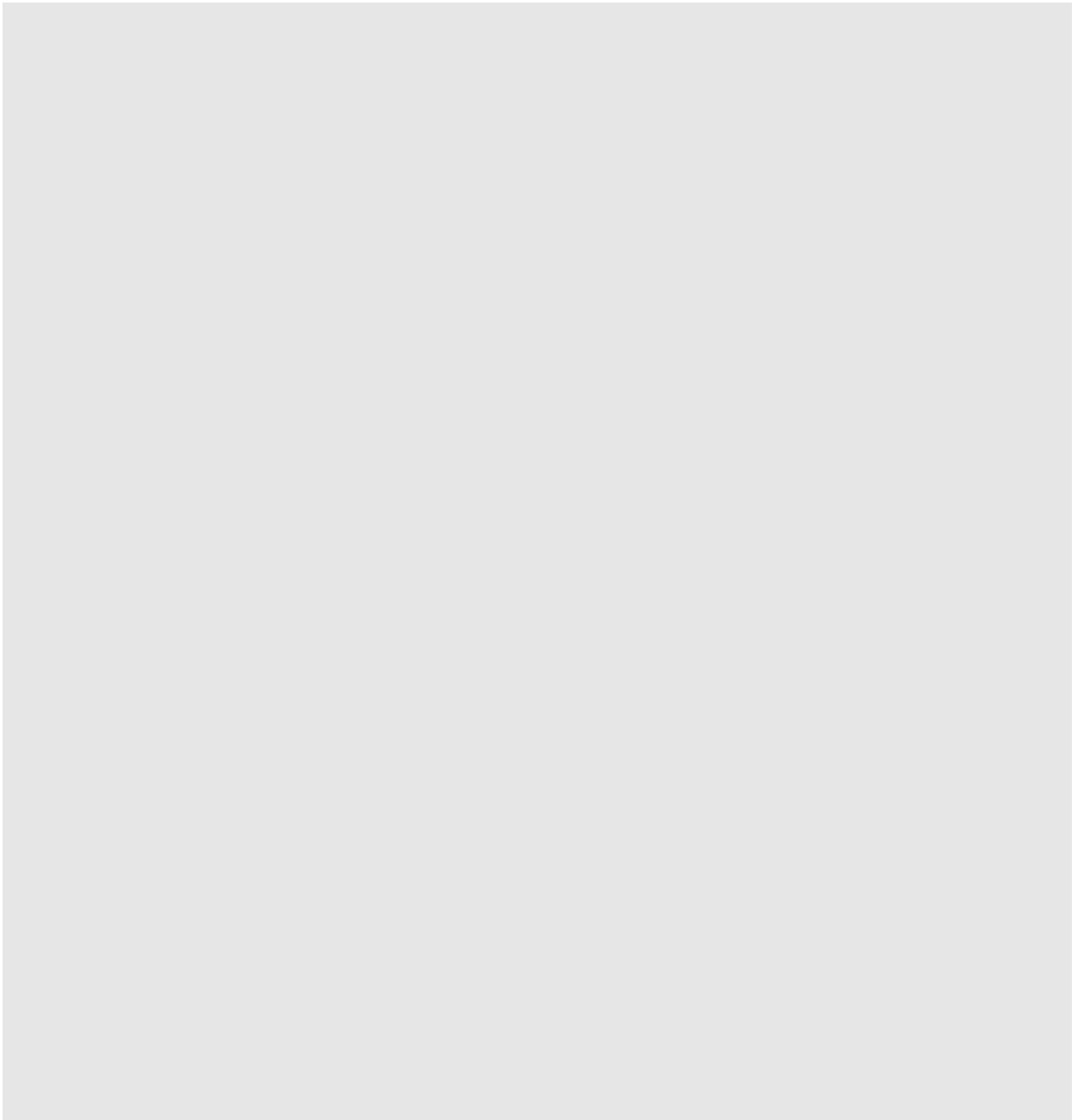
[CLICK HERE](#) to view an audio-visual presentation related to this section of the course.

**Notes from Section**



[CLICK HERE](#) to view an audio-visual presentation related to this section of the course.

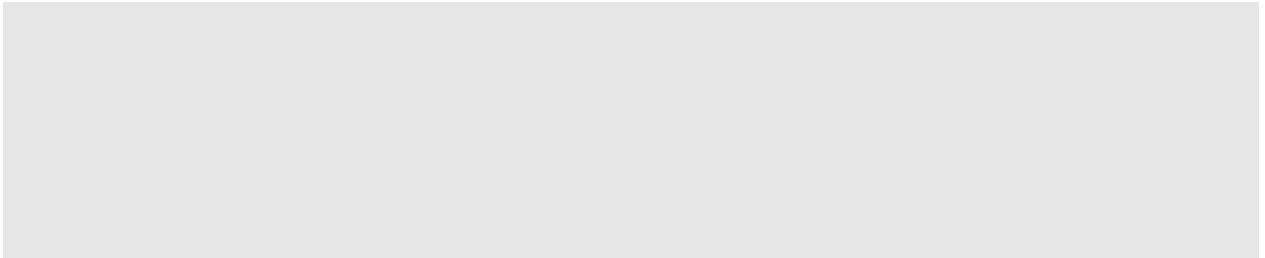
### **Notes from Section**



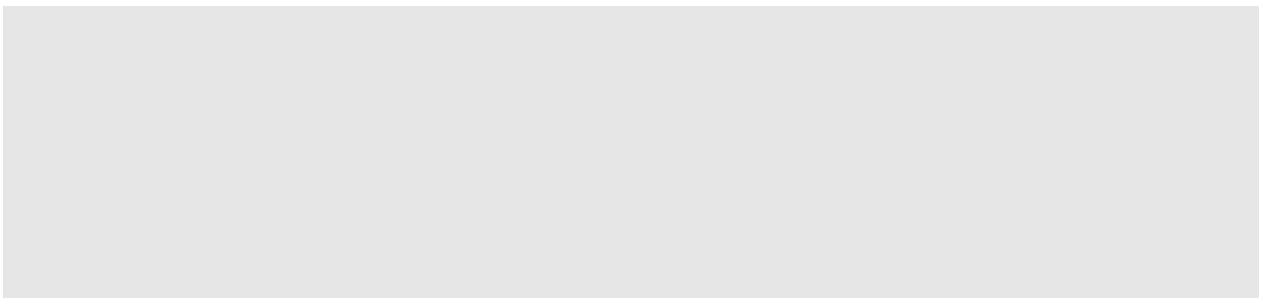


**Exercise A : Convert These General Goals Into Specific and Measurable Goals**

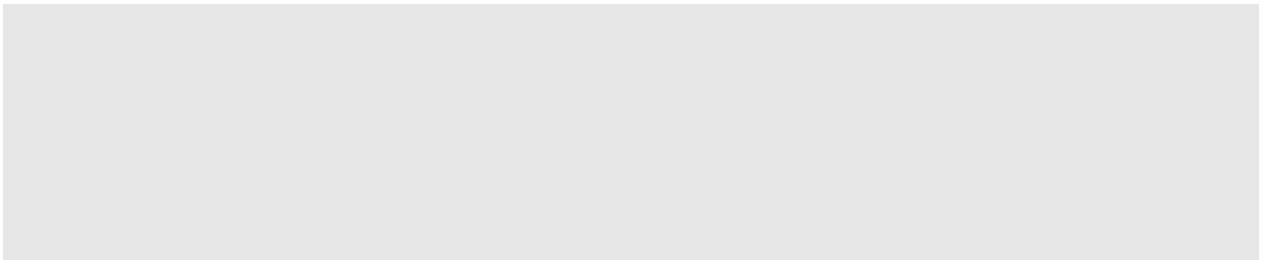
- a) I would like to be promoted at work **or for students:** I would like to excel in my studies



- b) I would like to see a reduction in the number of conflicts in our team **or for students:** I would like to improve my ability to manage time.

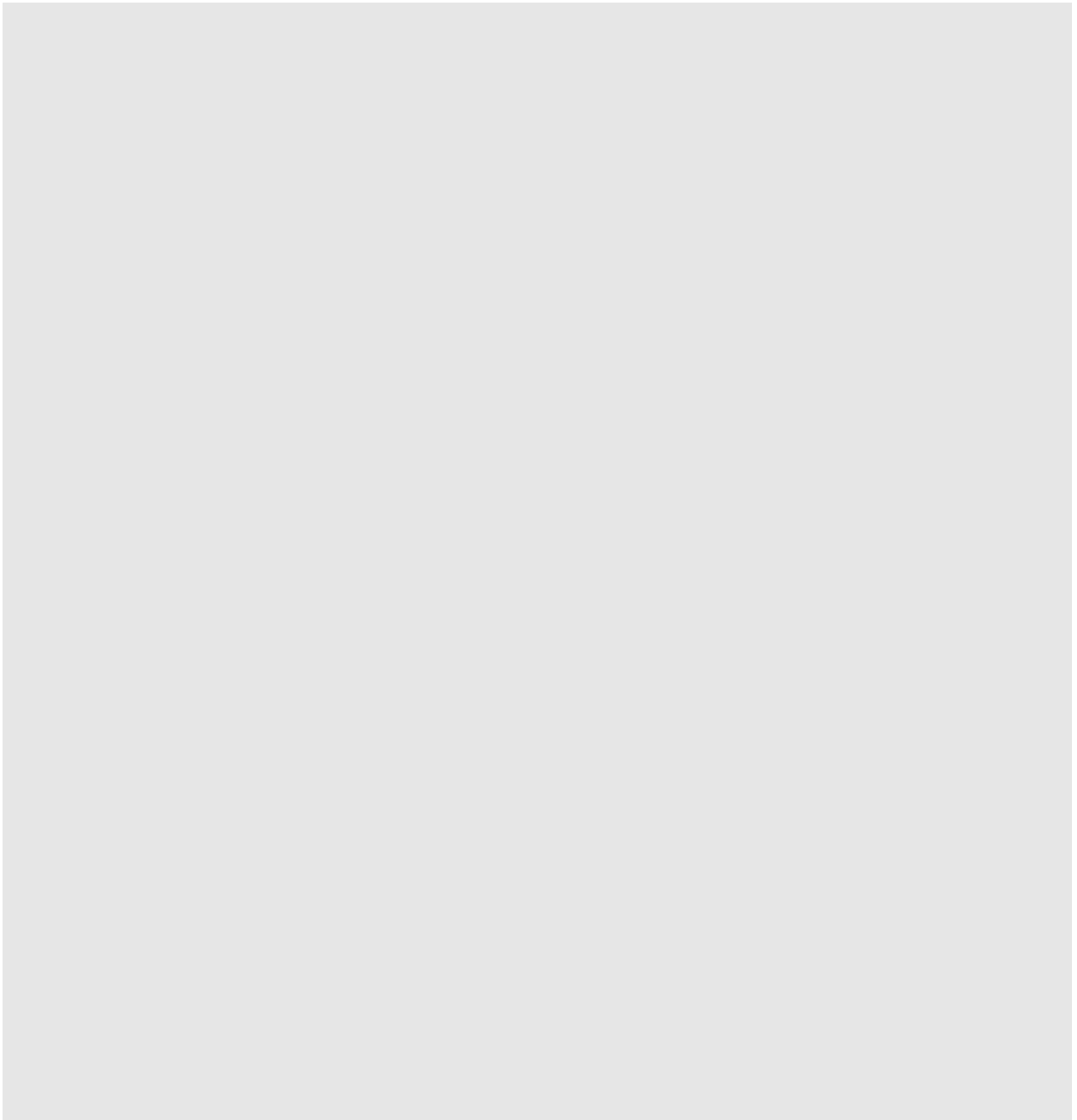


- c) I would like to achieve financial independence



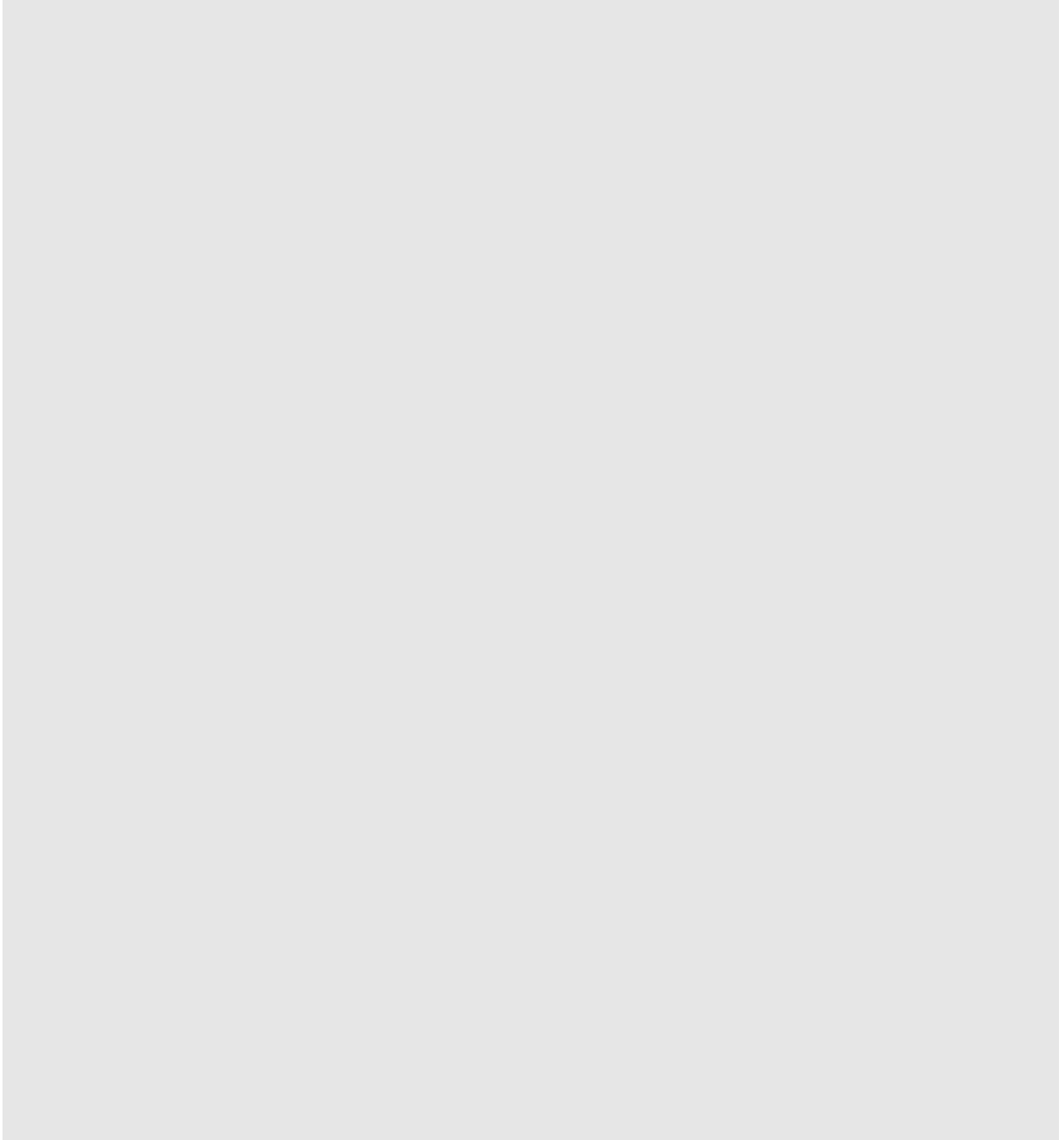
[CLICK HERE](#) to view an audio-visual presentation related to this section of the course.

### **Notes from Section**

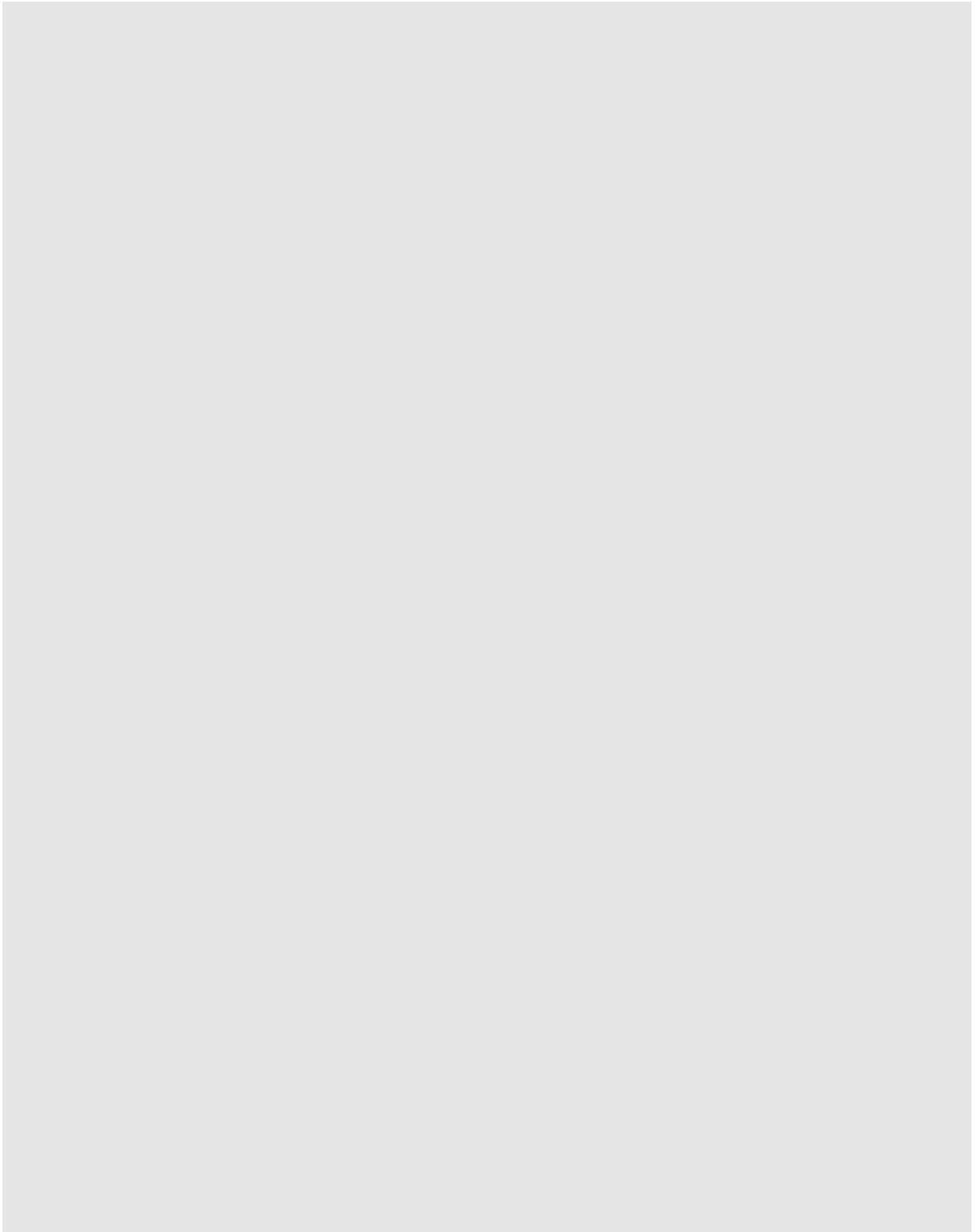


## **Exercise B ~ Your Bucket List**

Make a list of the trips you want to take, the things you want to own, the income you want to make, the relationships you want to develop, the friendships you want to make, the causes you want to help, the hobbies you want to enjoy. The Bucket List is your wish list. It has no limitations. Remember to include at least one goal from your Bucket List each year in your priority list of goals for that year.



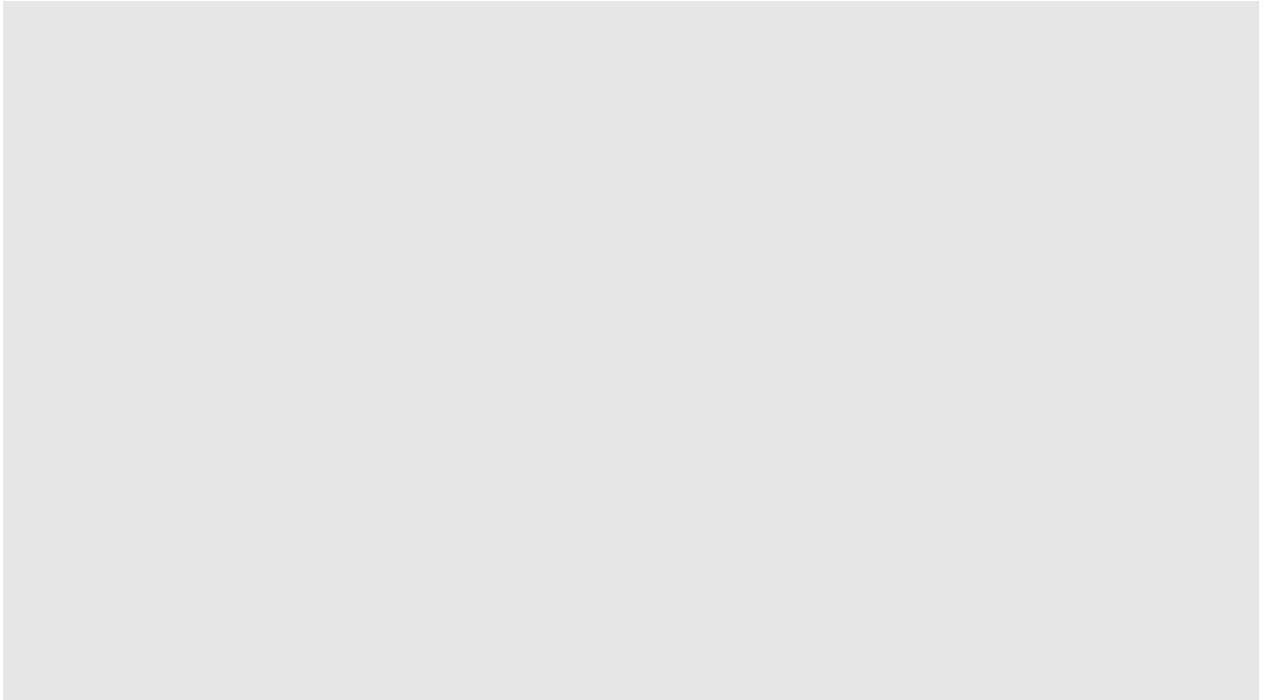
## **Bucket List – Continued**



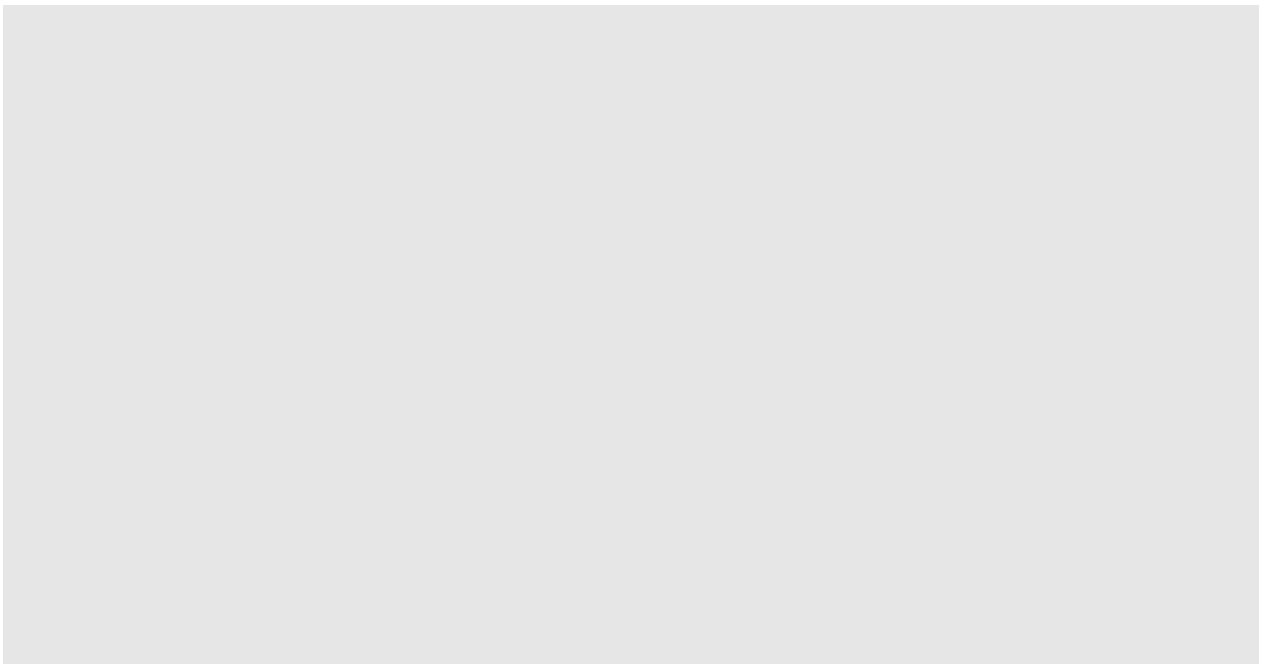
## **Exercise C – Inventory-Based Goal-Setting**

### **B1 – Work/School**

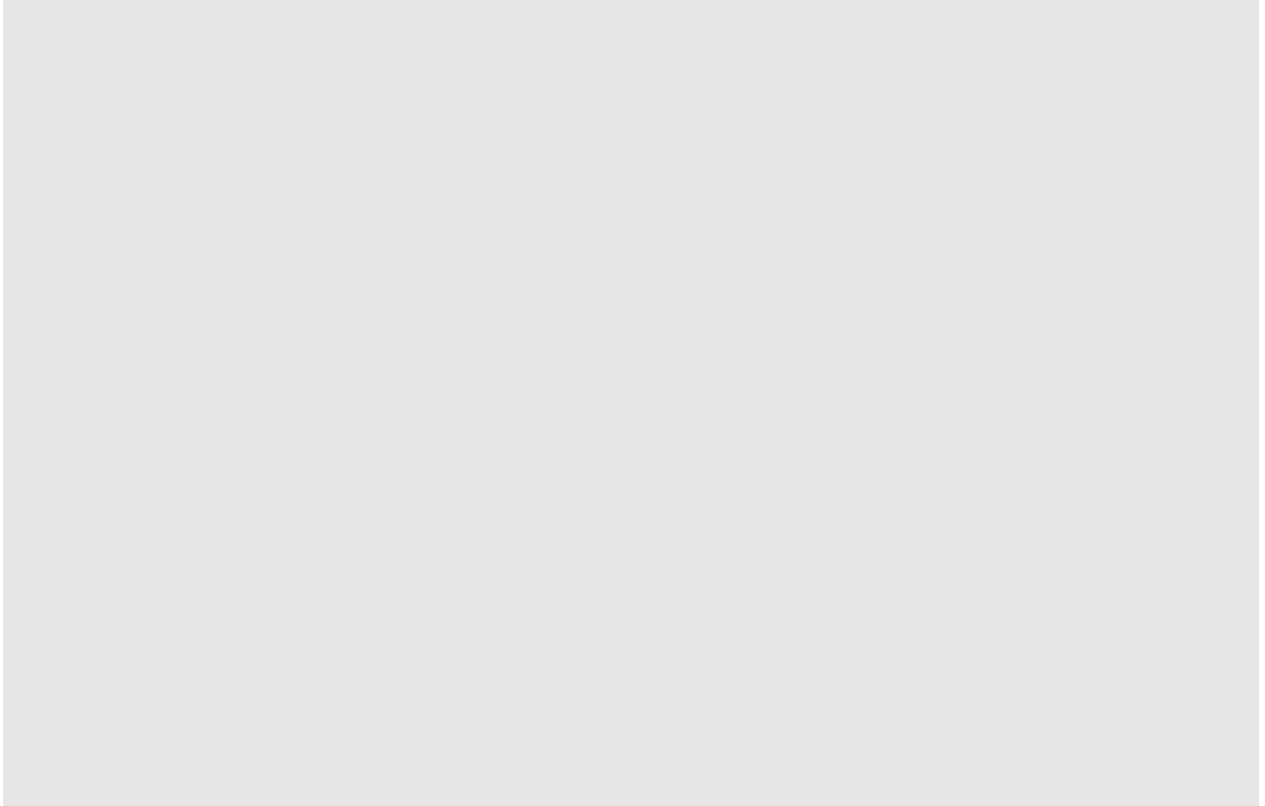
#### **My Current Responsibilities**



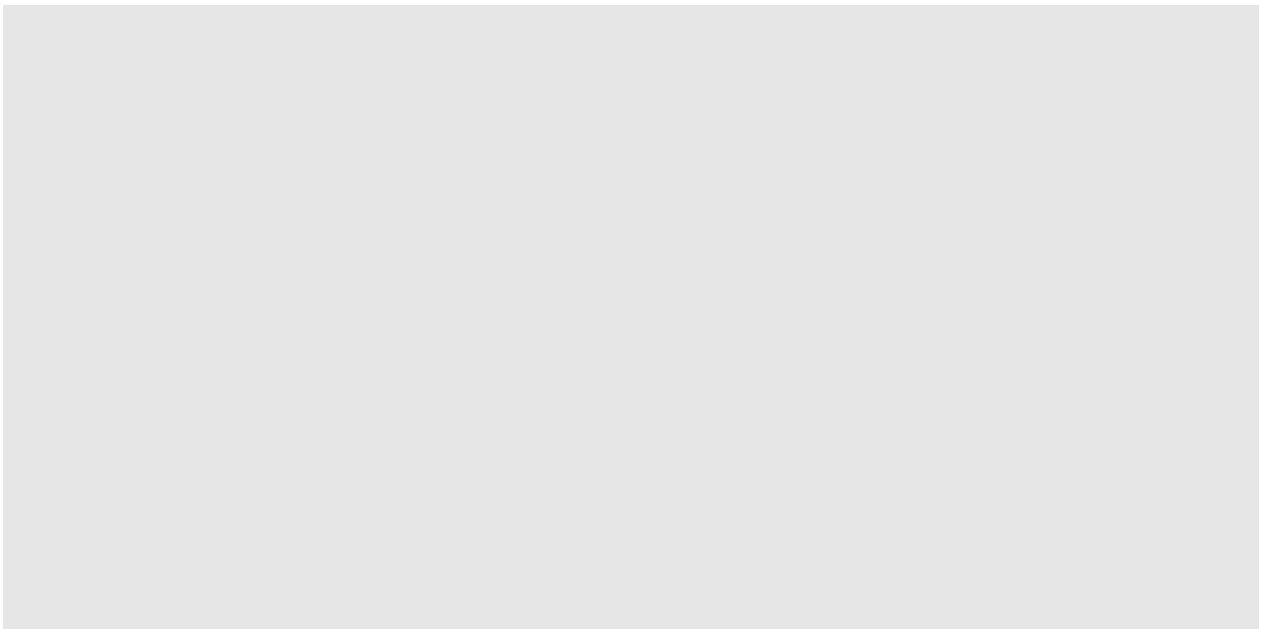
#### **My Current Skills**



**My Major Accomplishments At Work/School** (Begin each accomplishment with an action verb like: Learned, Developed, Organized, Created, Managed, etc.)

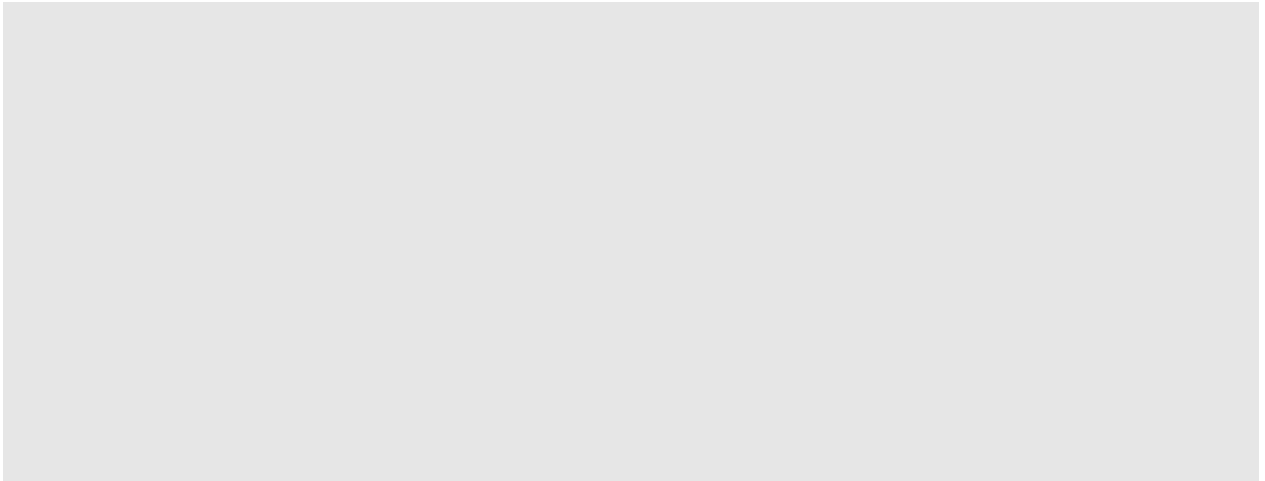


**People I Interact With Most Frequently At Work/School**

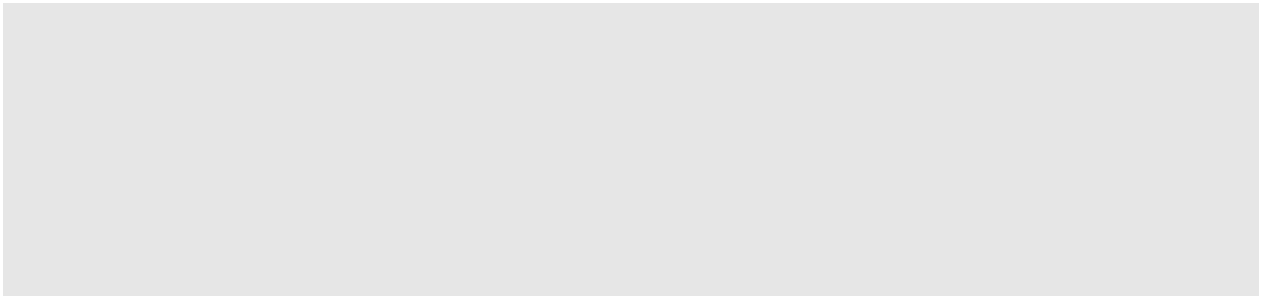


## **Over The Next Twelve Months – *The Way I See It***

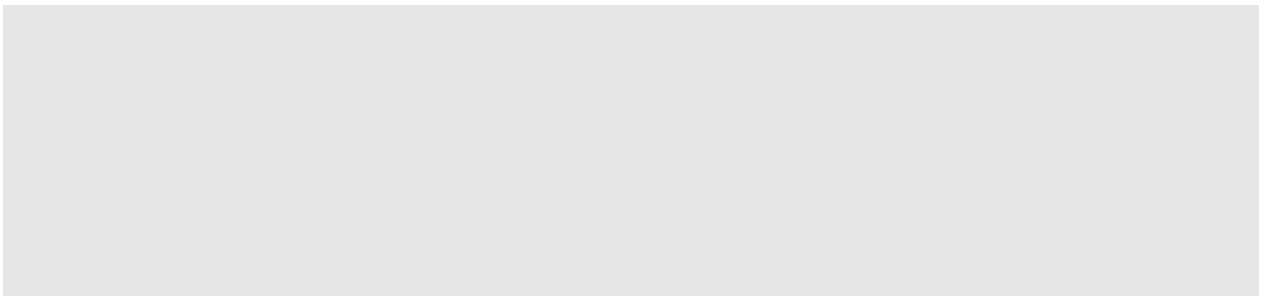
**Responsibilities I would like to have**



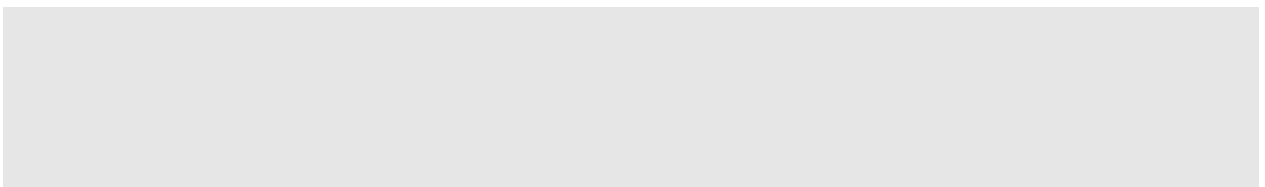
**Skills I would like to develop/improve**



**Accomplishments I would like to achieve**

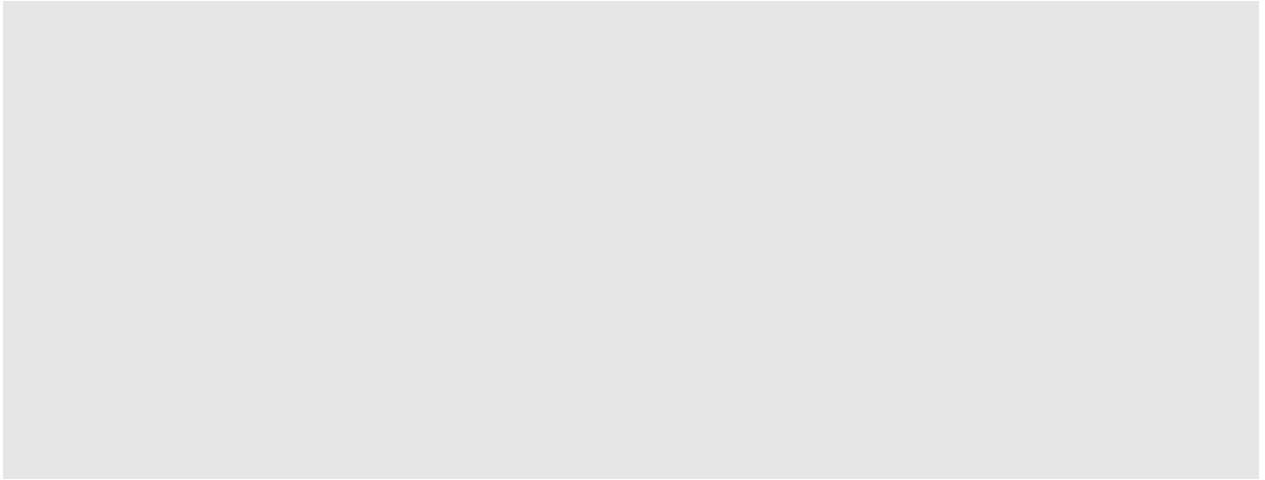


**Relationships I would like to cultivate/improve**

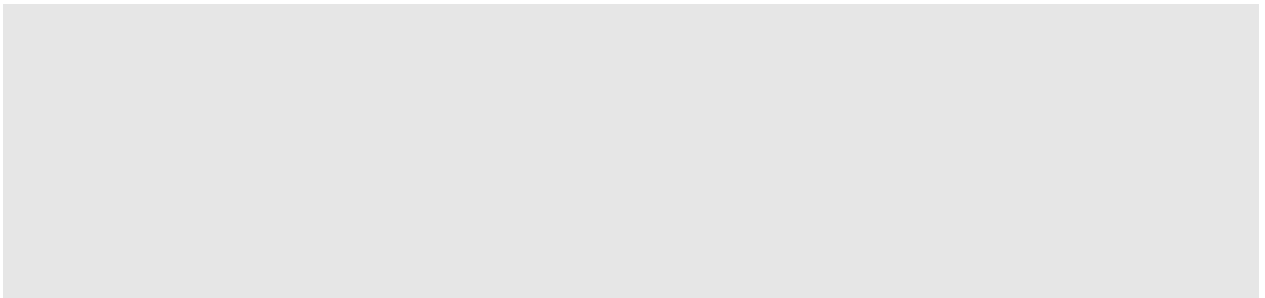


**Over The Next Twelve Months – After my discussion with my boss and my colleagues at work or my Advisor at School**

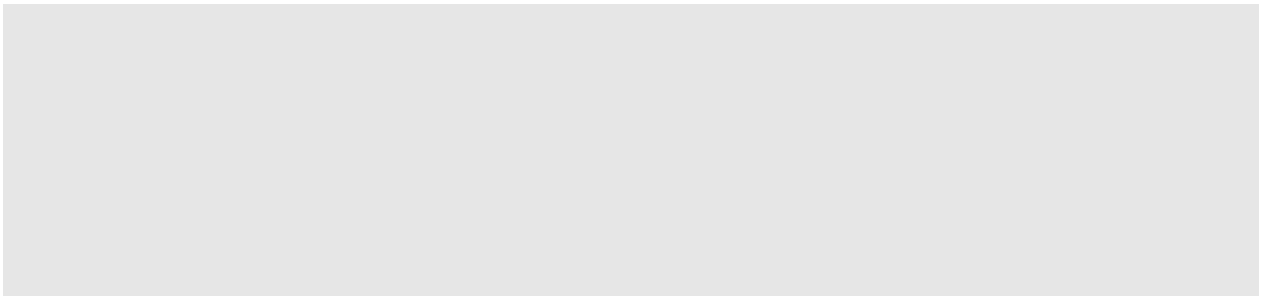
**Responsibilities I would like to have**



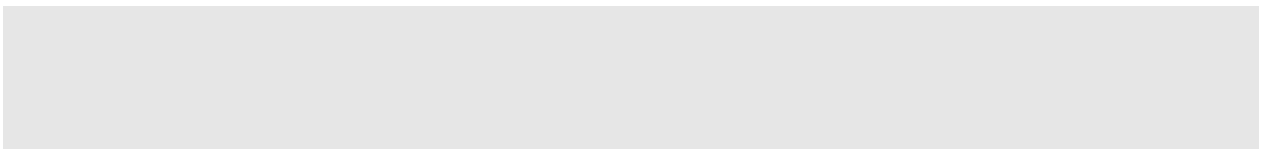
**Skills I would like to develop/improve**



**Accomplishments I would like to achieve**



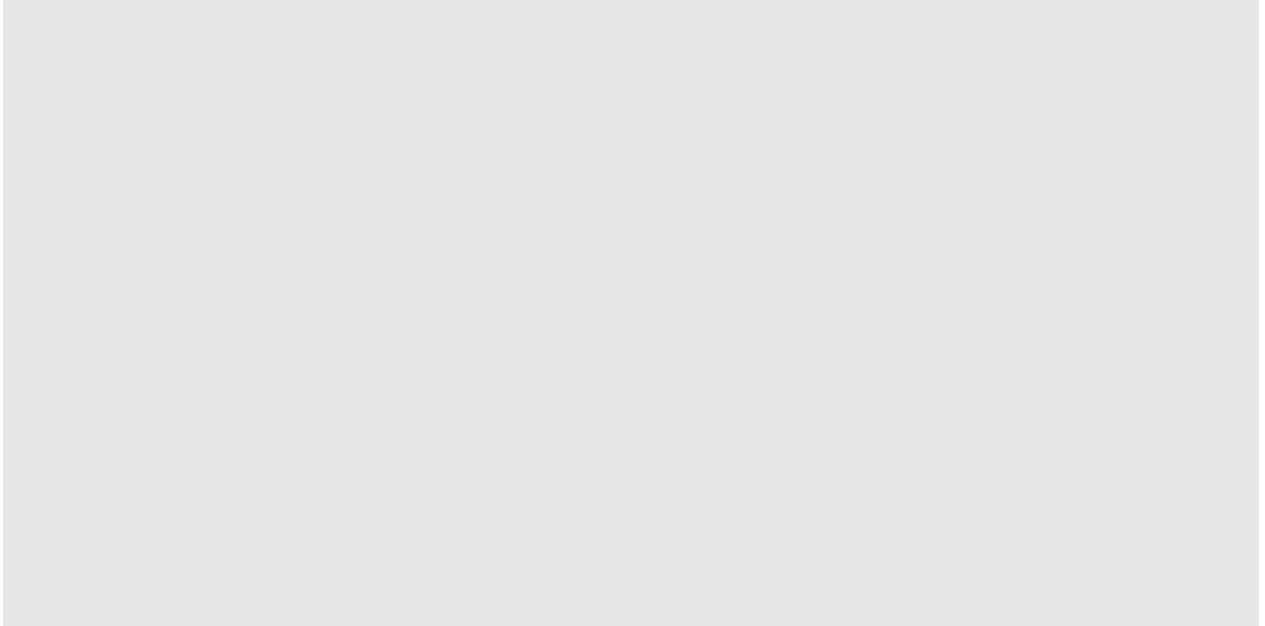
**Relationships I would like to cultivate/improve**



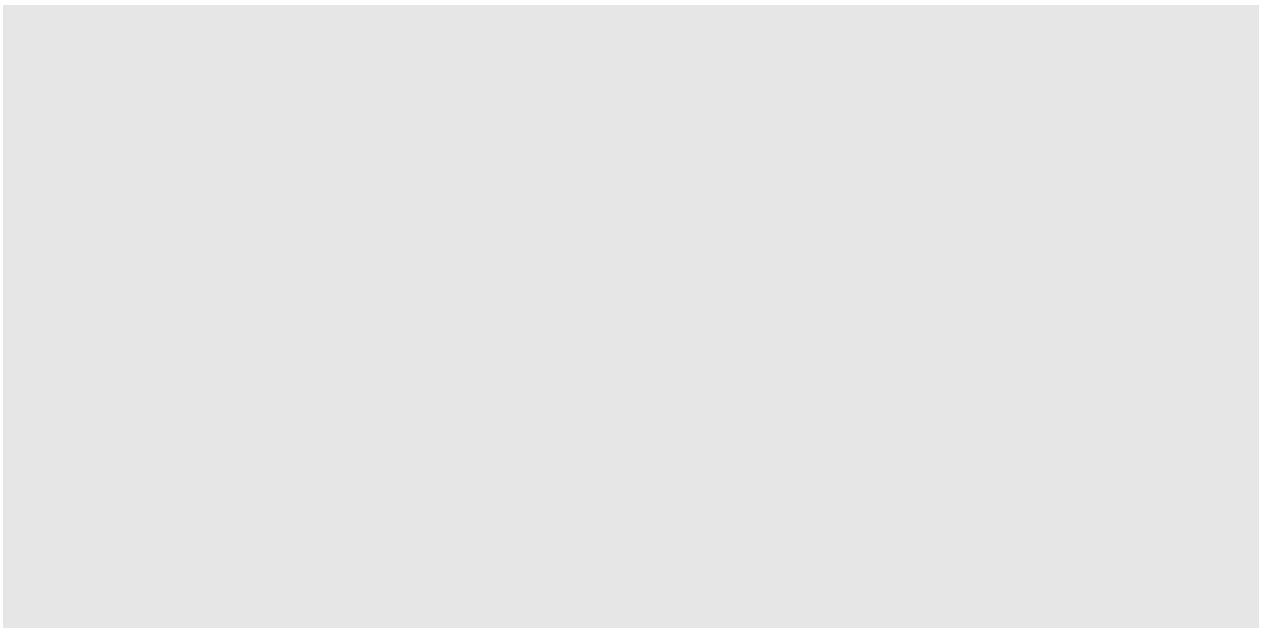


## **B2 – Personal Life**

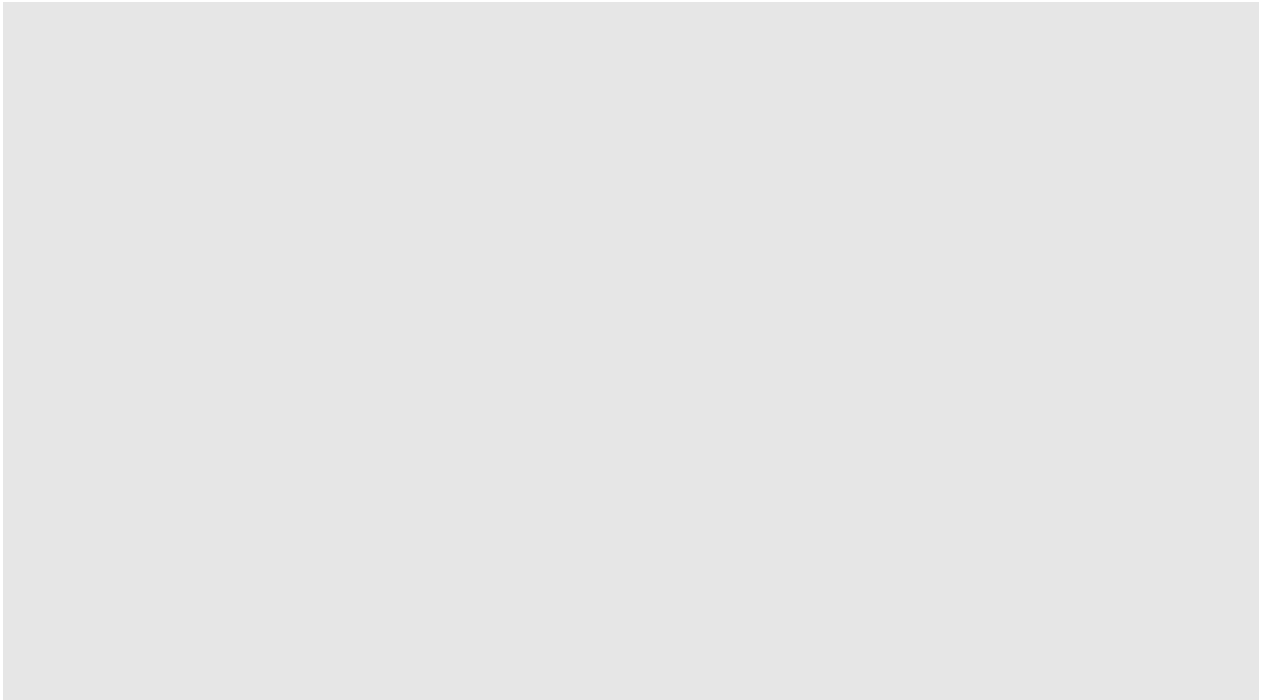
### **My Responsibilities At Home**



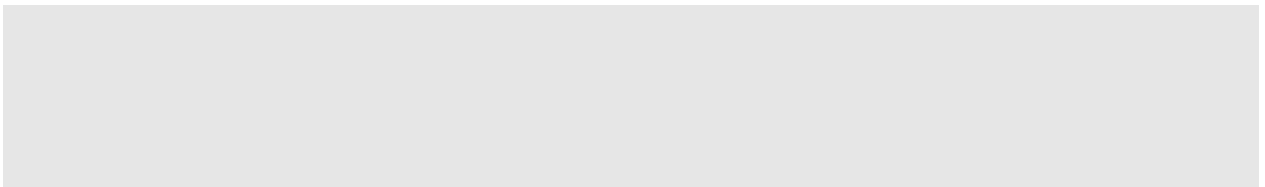
### **What I Do With My Free Time (hobbies, exercising, social activities, etc.)**



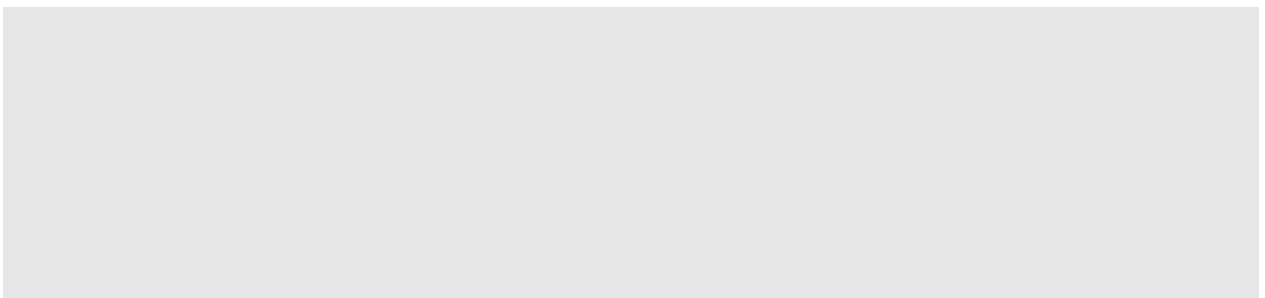
## **My Key Relationships**



## **Status of My Current Financial Situation**

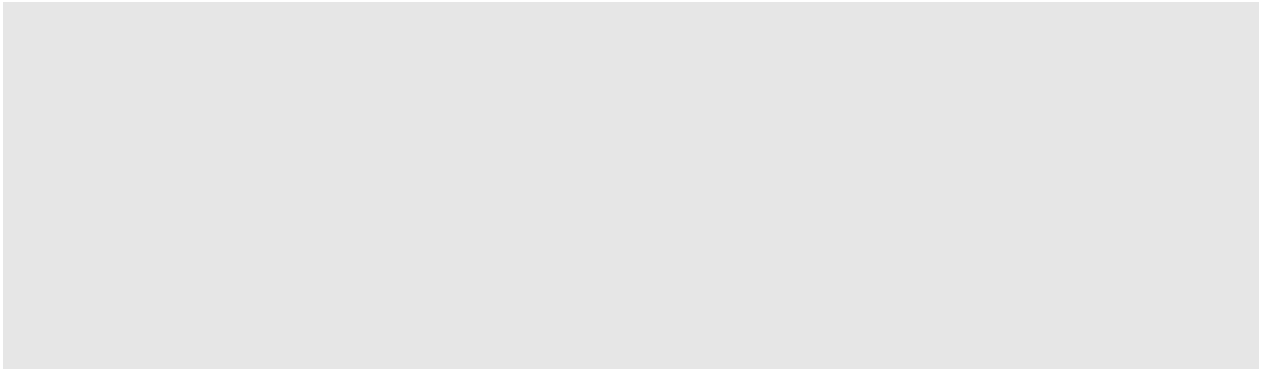


## **Status of My Health and Physical Well-Being**

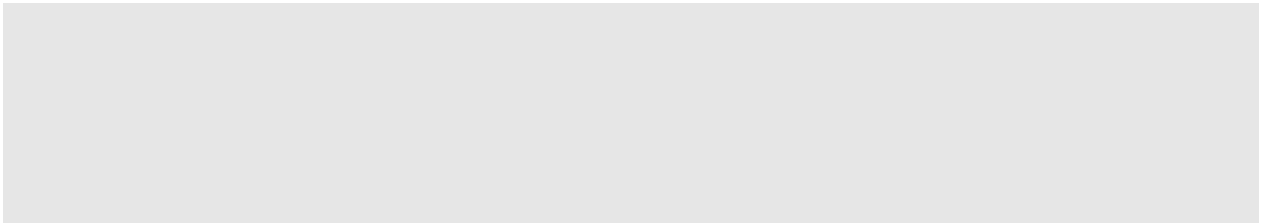


## **Over The Next Twelve Months – *The Way I See It***

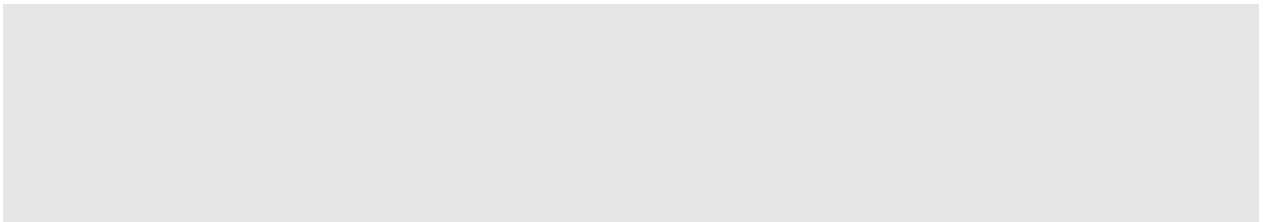
### **Home Responsibilities I Would Like to Have**



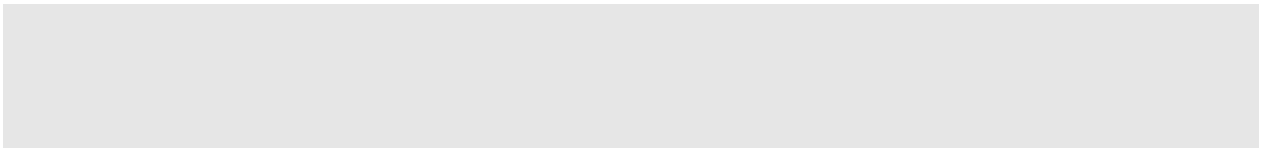
### **What I Would Like To Do With My Free Time**



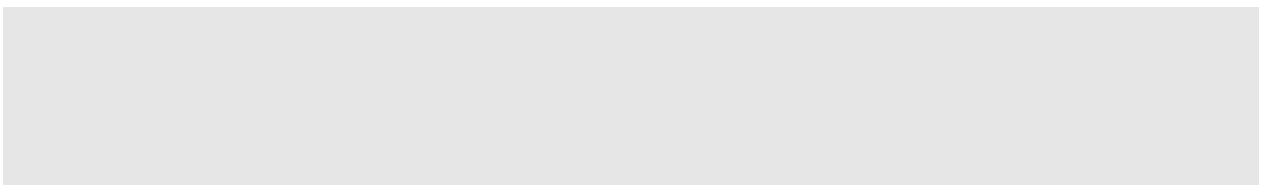
### **Personal Relationships I Would Like To Cultivate/Improve**



### **Things I will Do To Stay Healthy**

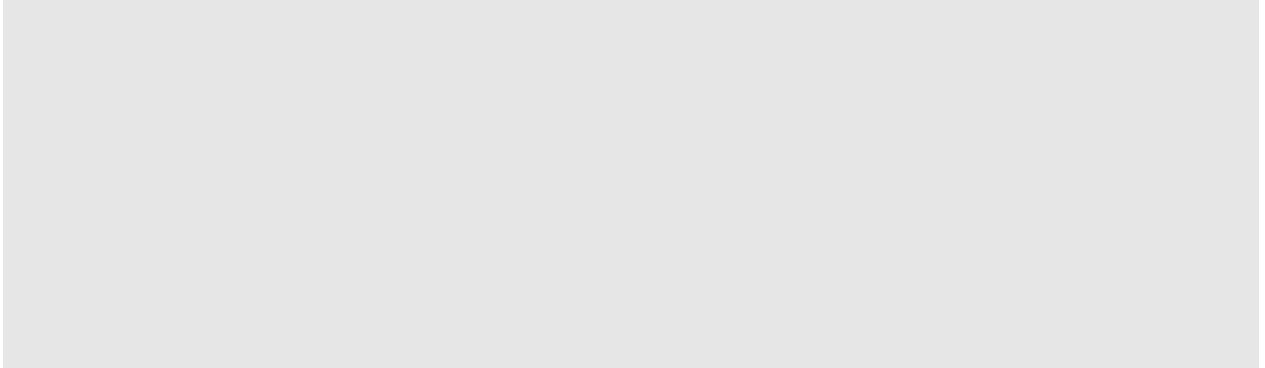


### **Thing I will Do To Maintain or Improve My Financial Situation**

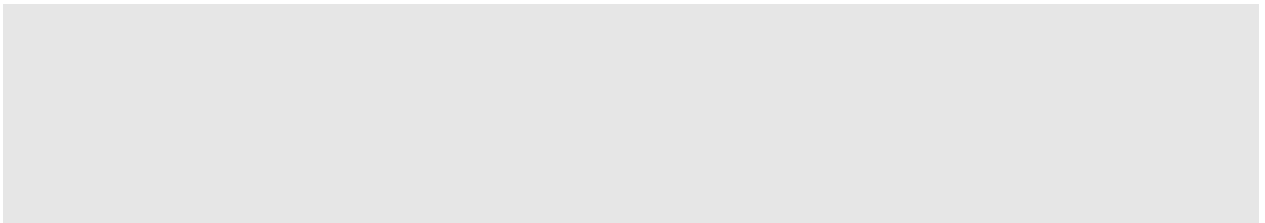


**Over The Next Twelve Months – *After my discussion with my spouse and other family members***

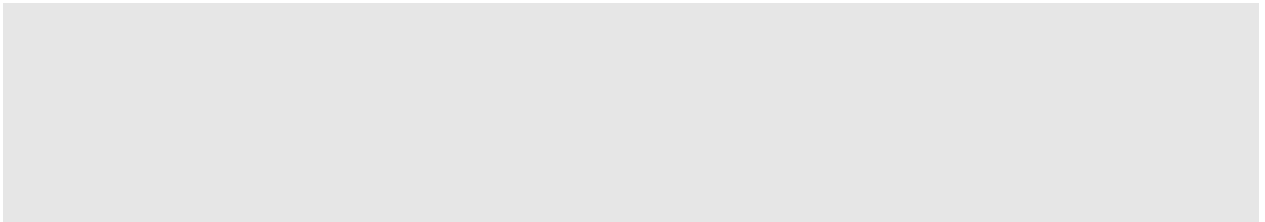
**Home Responsibilities I Would Like to Have**



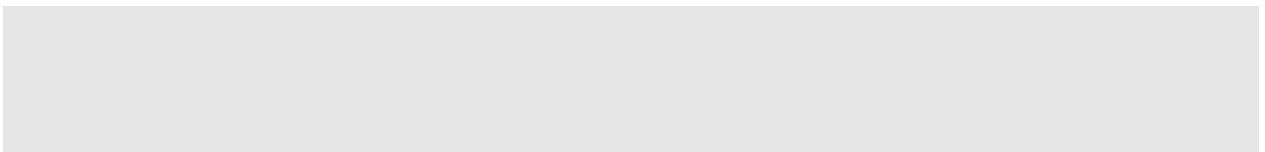
**What I Would Like To Do With My Free Time**



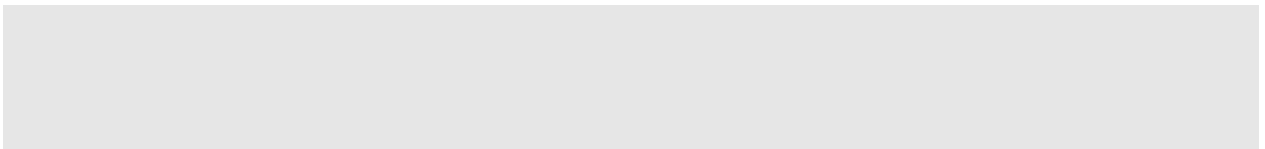
**Personal Relationships I Would Like To Cultivate/Improve**



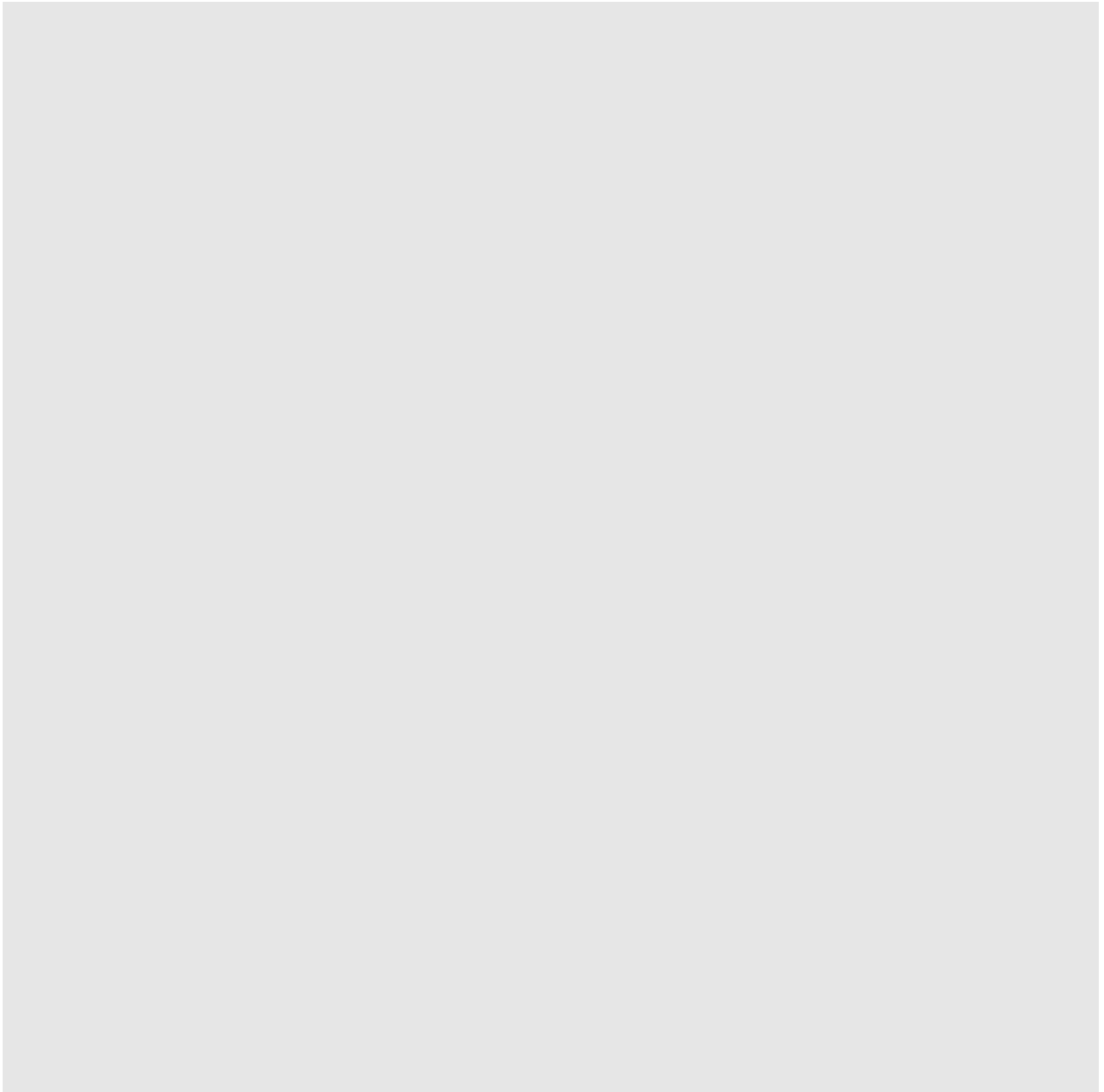
**Things I will Do To Stay Healthy**



**Thing I will Do To Maintain or Improve My Financial Situation**

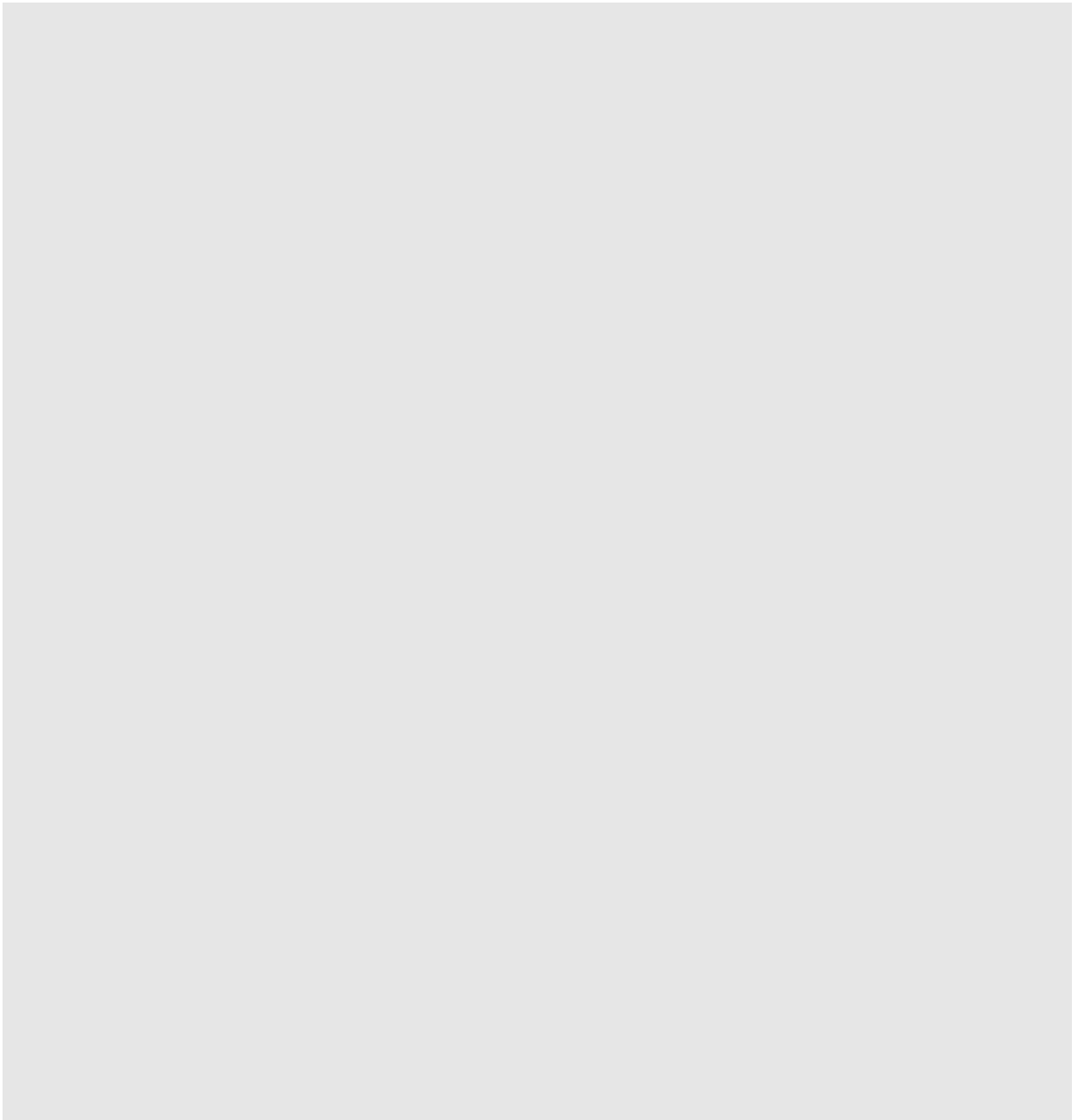


Top Fifteen Priorities over the Next Twelve Months  
*Be sure to include at least one of your goals from the Bucket List.*



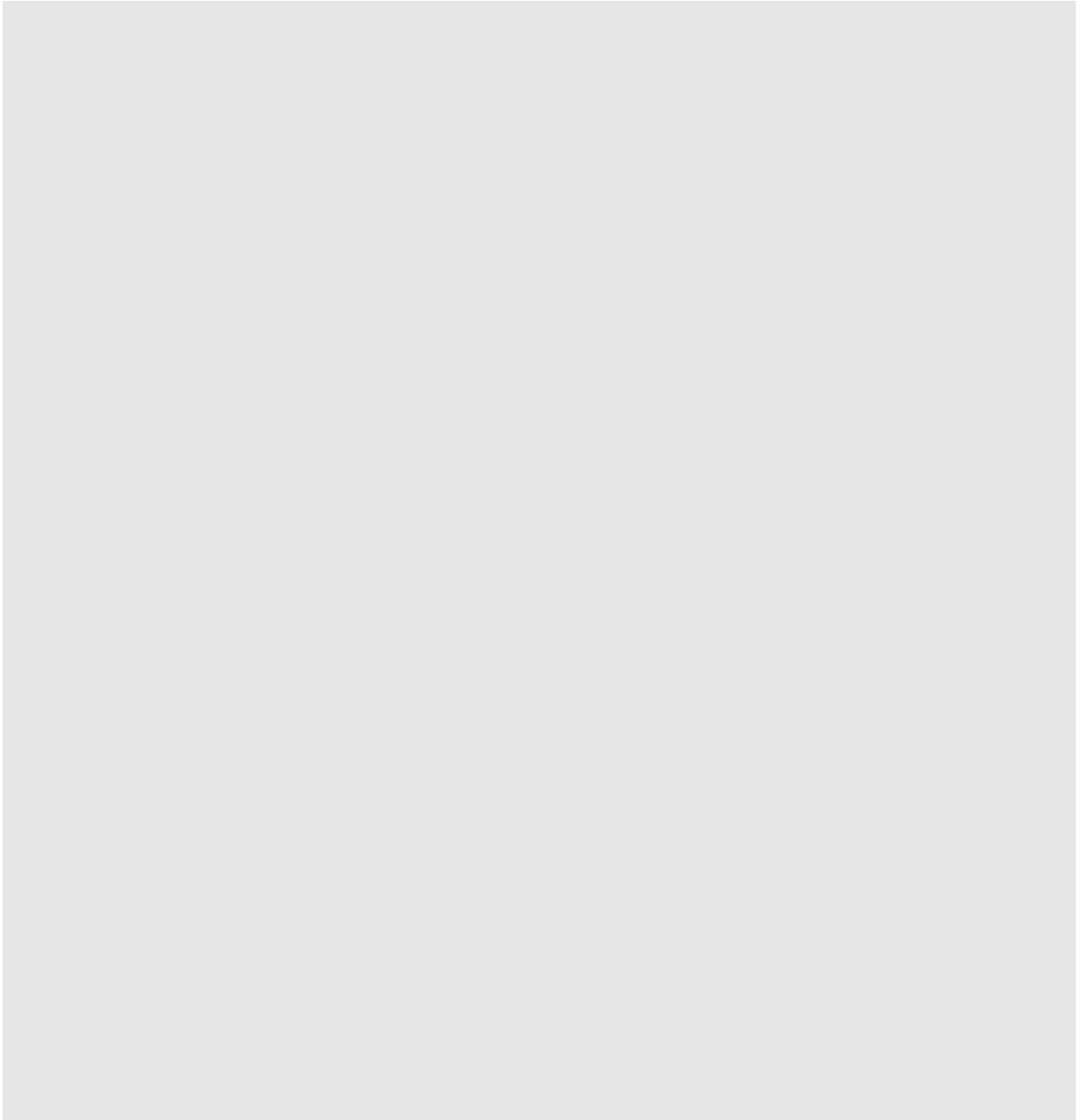
[CLICK HERE](#) to view an audio-visual presentation related to this section of the course..

### Notes from Section



[CLICK HERE](#) to view an audio-visual presentation related to this section of the course..

### **Notes from Section**



## Exercise D ~ Action Plan

Use the method outlined in this form for each goal you've listed in your workbook. First, write in the goal and your targeted completion date. Then, identify the various steps that need to take place in order for the goal to happen. Once the steps are listed, use the "No." column to assign each of the steps a priority and then identify a target date for the completion of each step and write it in the "Date" column. As target dates for each step are completed, check them off. (See example on next page)

Goal:

Completion date: \_\_\_\_\_

<i>No.</i>	<i>Steps:</i>	<i>Date:</i>	<i>x</i>



# Example Action Plan

Goal:

Reduce waste and rejects in quality of products manufactured in the plant by 50% in the next 12 months.

Completion date: By December 31 of this year.

<i>No.</i>	<i>Steps:</i>	<i>Date:</i>	x
1	Identify type of quality problems	Dec 12	
2	Identify where the quality problems occur	Jan 31	
5	Identify actions needed to improve quality	March 1	
3	Meet with all concerned parties in company	Feb 15	
4	Form a quality circle group	Feb 15	
6	Meet with the supplier of raw materials	March 15	
7	Establish plan of action to improve quality	March 31	
13	Set-up monitoring system to measure improvements	Sept 30	
8	Identify capital expenditures required	April 30	
9	Train staff in quality control	May 30	
10	Empower staff to stop production lines	June 30	
11	Set up of new equipment	July 31	
12	Train staff on new equipment	August 31	

## Summary and Key Points

1. Goal-setting gives us a **sense of purpose and direction** and helps us measure our success and our achievements.
2. In order to set effective goals for ourselves, our goals must be **specific, realistic, measurable** and **challenging**.
3. We should set goals for ourselves **at least once a year**.
4. The techniques that we can use to set **annual or long-term goals** include:
  - a) The Bucket List technique
  - b) The Inventory-Based technique
5. The techniques that we can use to set our **day-to-day goals** include:
  - a) The Creative technique
  - b) The Need-based technique
6. Once we have set our goals, we must break our goals into a step by step **action plan** in order to be successful in making them happen.
7. WE MUST **TAKE ACTION**, AND **IMPLEMENT** THE STEPS FOR EACH GOAL.

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- Private sector partners come across as good corporate citizens while promoting their products and services.
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*The Stepping-Up Approach to Leadership*

*LEADING BY*  
**MANAGING MY LIFE  
WITH ENTHUSIASM  
AND SELF-CONFIDENCE**

**By George Beshara**

*Author of "Experiencing The Winning Edge"*





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Program updated March 2017

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**Published By:**

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Produced in Canada.

# *Leading by* Managing My Life With Enthusiasm and Self-Confidence

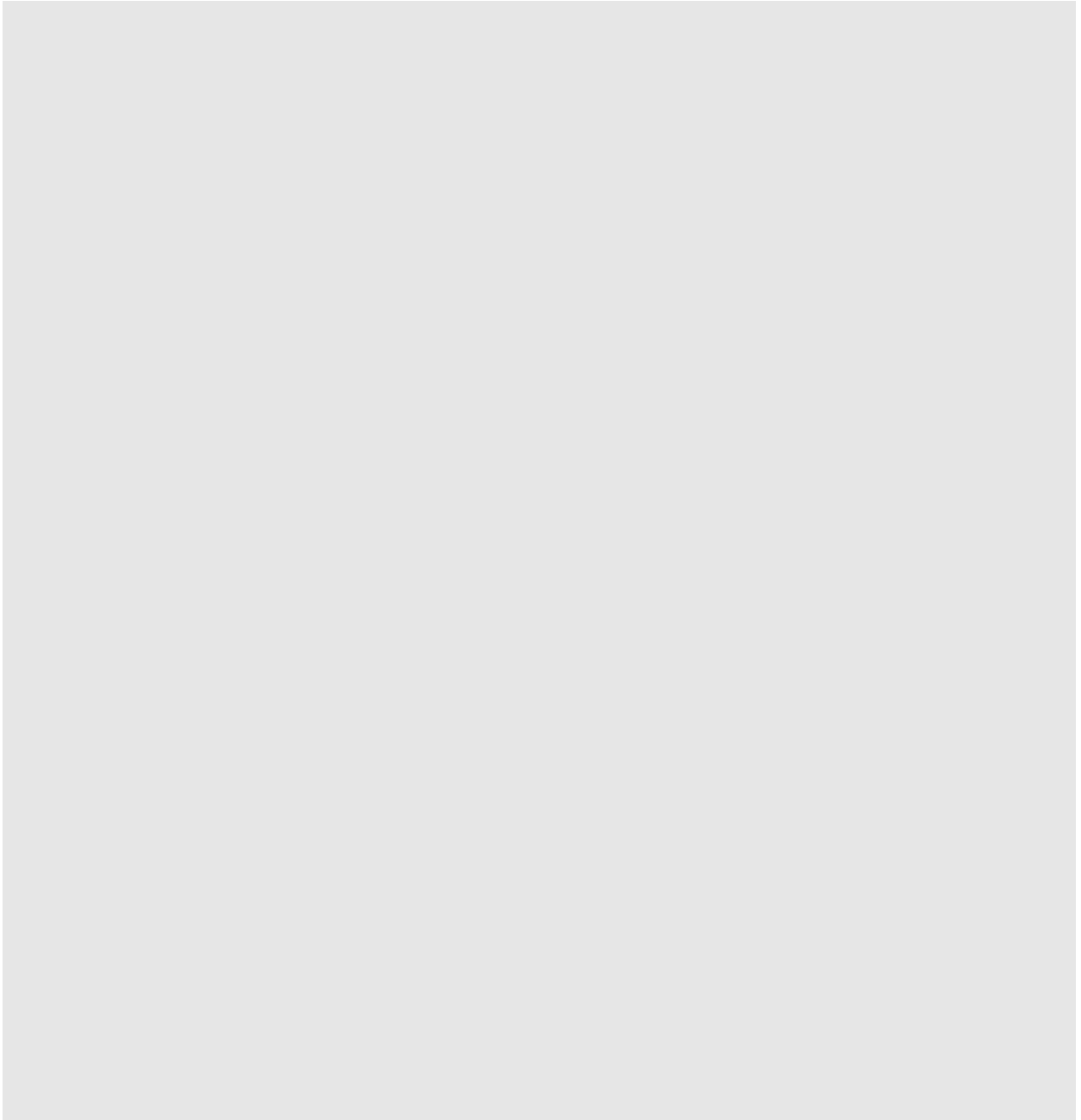
## **Table of Contents**

- Relationship between leadership and enthusiasm and self-confidence
- Defining enthusiasm
- Developing enthusiasm
- Identifying our accomplishments
- Our To Do list
- Understanding what motivates us
- Maslow's hierarchy of needs
- Social motives theory
- The influence of motivators
- Questions to ask ourselves daily
- Relationship between our strengths and our enthusiasm
- Identifying our strengths
- Integrating this knowledge into our life



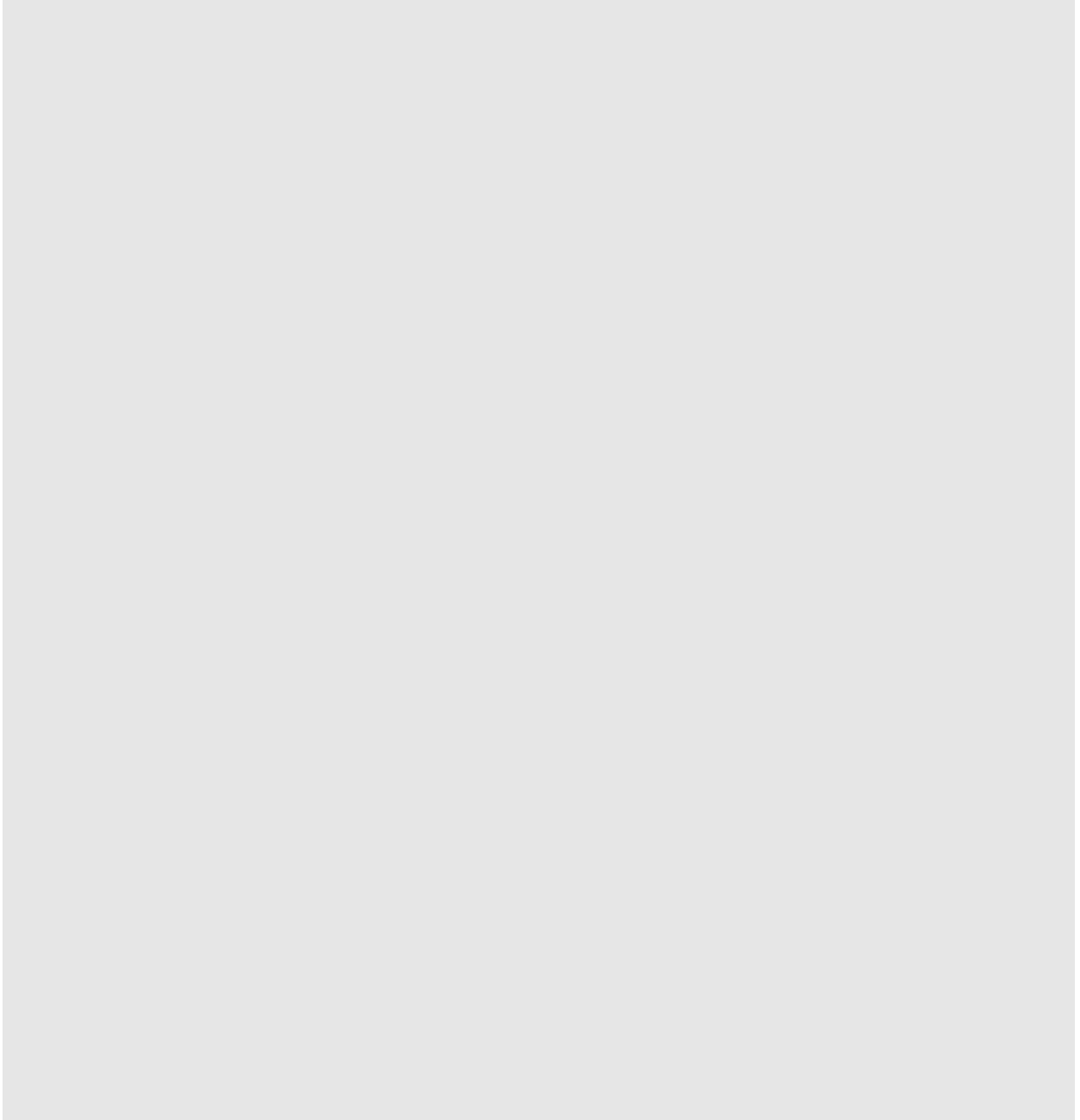
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### Notes from Section



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### **Notes from Section**



## Exercise A - Your Accomplishments

### Example Accomplishments

Accomplishments are simply the results of activities that were completed or that we were involved in, that gave us feelings of satisfaction, pride, joy, or even relief.

Action words help us understand our accomplishments. For example:

#### *At School:*

- **Learned** a new analytical method in record time
- **Resolved** difficult problems on time
- **Complete important school project on time**
- **Learned** to stay calm and composed when dealing with difficult team members on my school project
- **Achieved a GPA of 3.5 in more than half of my courses.**
- **Improved my ability to manage my time effectively**

#### *At Work:*

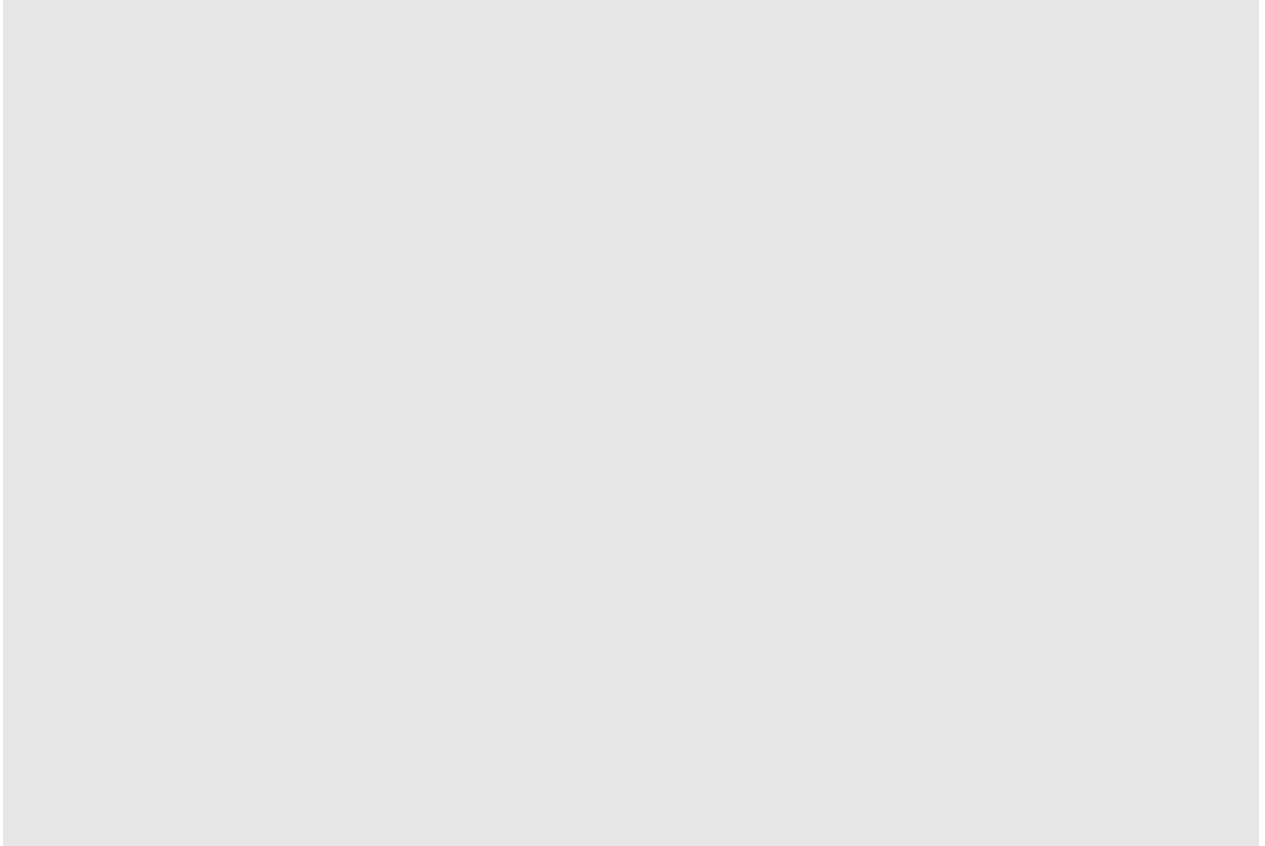
- **Learned** a new computer program in record time
- **Resolved** difficult customer complaint to everyone's satisfaction
- **Succeeded** in convincing senior management of new customer service strategy
- **Learned** to stay calm and composed when dealing with difficult customers
- **Completed** quality work on a regular basis
- **Increased** retention of customers by 20 percent over previous year with same complement of staff
- **Met** department goals and objectives under difficult conditions
- **Received** a congratulatory letter from one of my subordinates

#### *Personal Life:*

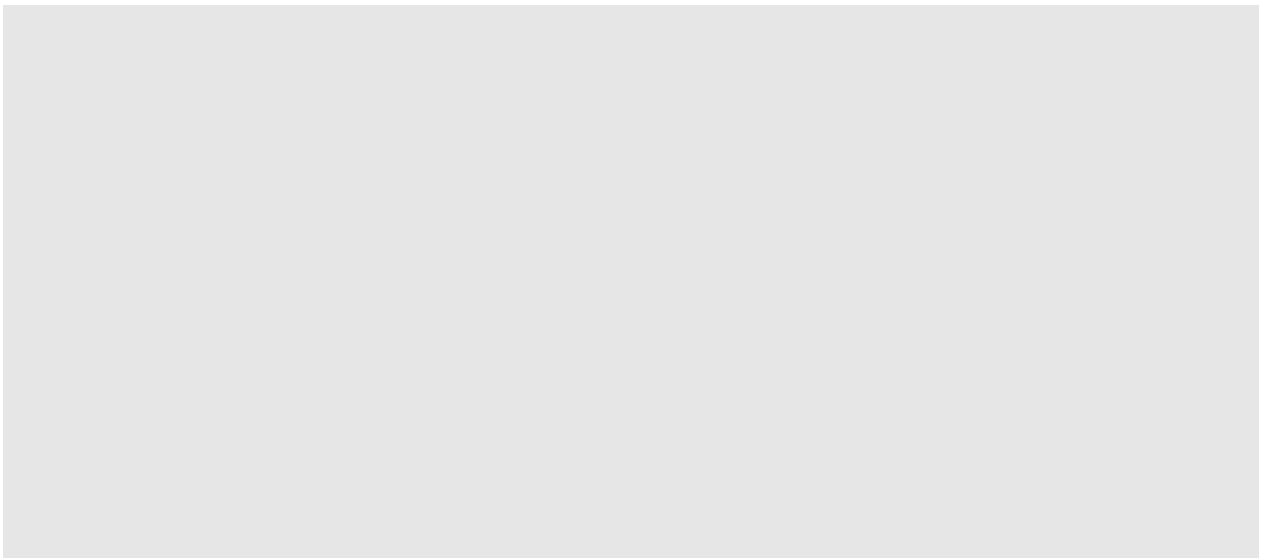
- **Volunteered** actively at the local community centre
- **Redecorated** the house within budget
- **Started** working on completing my Masters degree
- **Improved** relationship with spouse
- **Completed** a house improvement project

## **Identify Your Accomplishments**

From Work and or School - 12 or more accomplishments

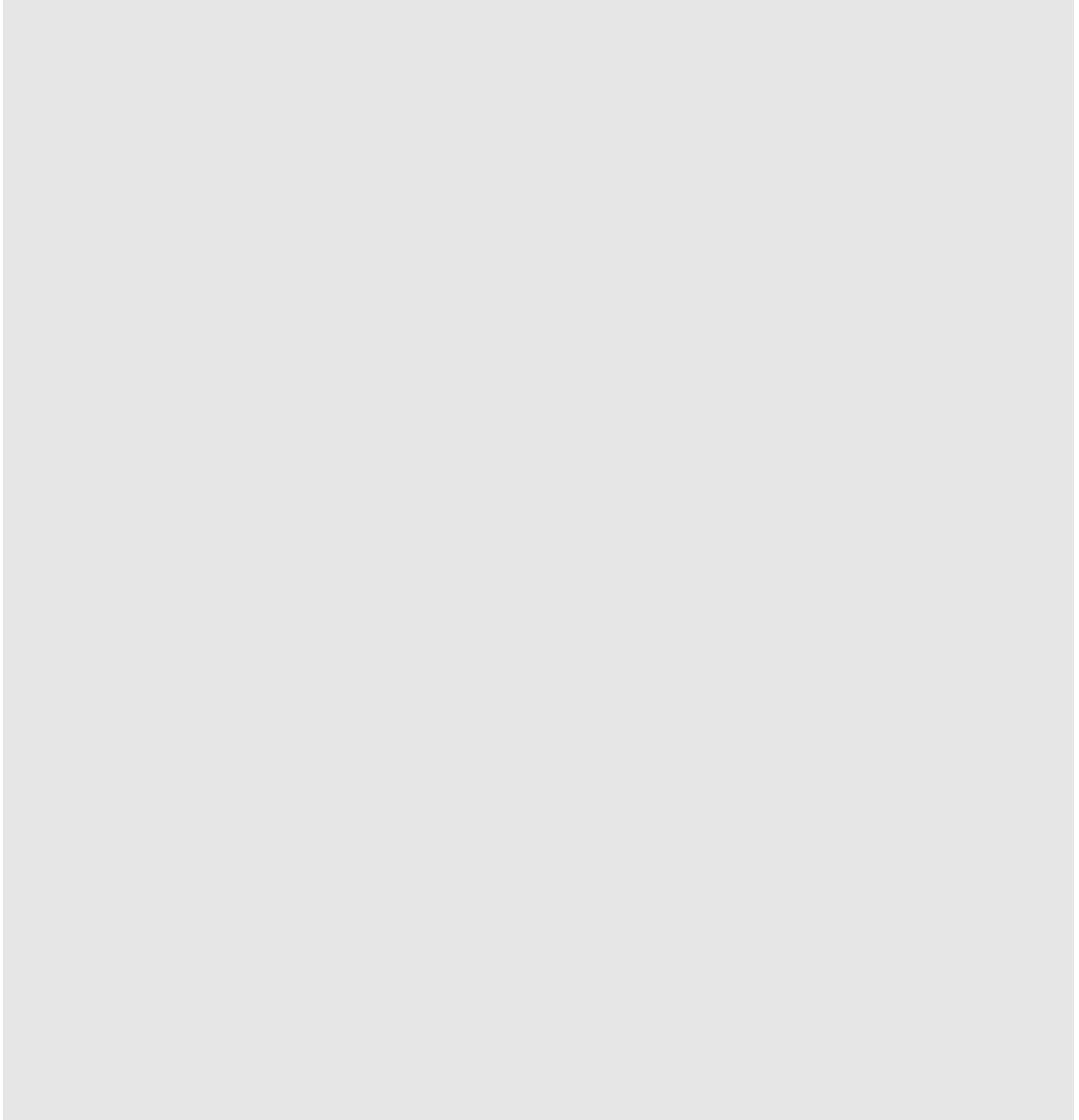


From Your Personal Life - 6 or more accomplishments



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### **Notes from Section**



## Exercise B - Identifying Your Motivators

This exercise is concerned with identifying your key motivators.

On the right-hand side, write in 12 of your most significant accomplishments. Once you have written down your accomplishments, use the list of motivators at the bottom of the page to identify up to five motivators for each accomplishment, by putting an x in the appropriate columns. Add up the totals for each column. The four motivators with the highest recurrence are the ones that are important to you and the ones you will want to focus on. Circle them accordingly from among the list of motivators below.

*Motivators:*

1 2 3 4 5 6 7 8 9 10 11 12 *Accomplishments from work and or school*

	1	
	2	
	3	
	4	
	5	
	6	
	7	
	8	
	9	
	10	
	11	
	12	

1 2 3 4 5 6 7 8 9 10 11 12 *Accomplishments from your personal life*

	1	
	2	
	3	
	4	
	5	
	6	

Total

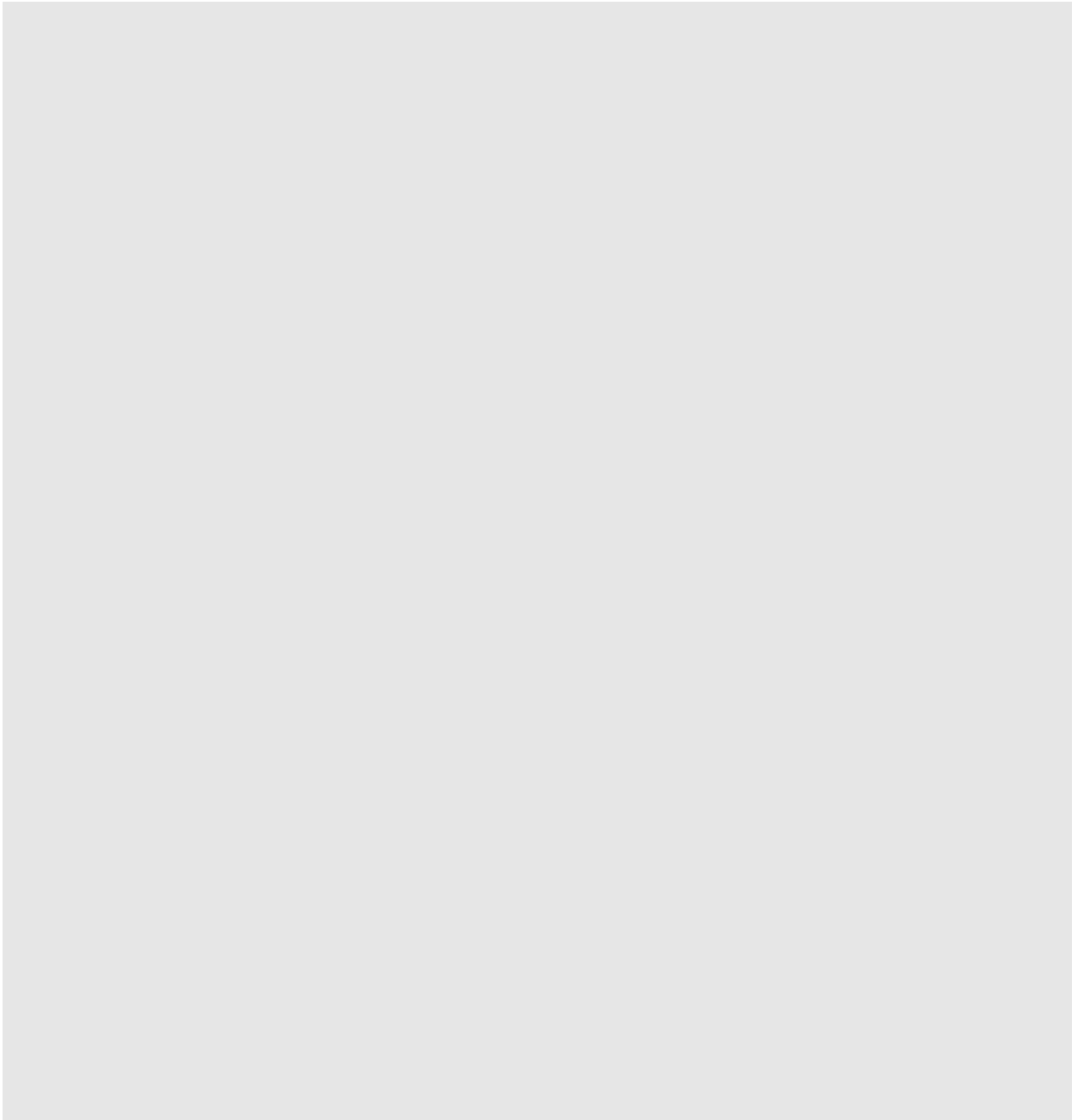
*Motivators:*

- |   |                                       |                       |
|---|---------------------------------------|-----------------------|
| 1. Learning                                 | 5. Receiving recognition              | 9. Leading others     |
| 2. Being creative                           | 6. Expressing yourself                | 10. Organizing        |
| 3. Taking calculated risks                  | 7. Being listened to                  | 11. Making decisions  |
| 4. Analyzing problems/<br>finding solutions | 8. Socializing/working<br>with others | 12. Competing/winning |



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### **Notes from Section**



## Exercise C - Strengths and Rating System

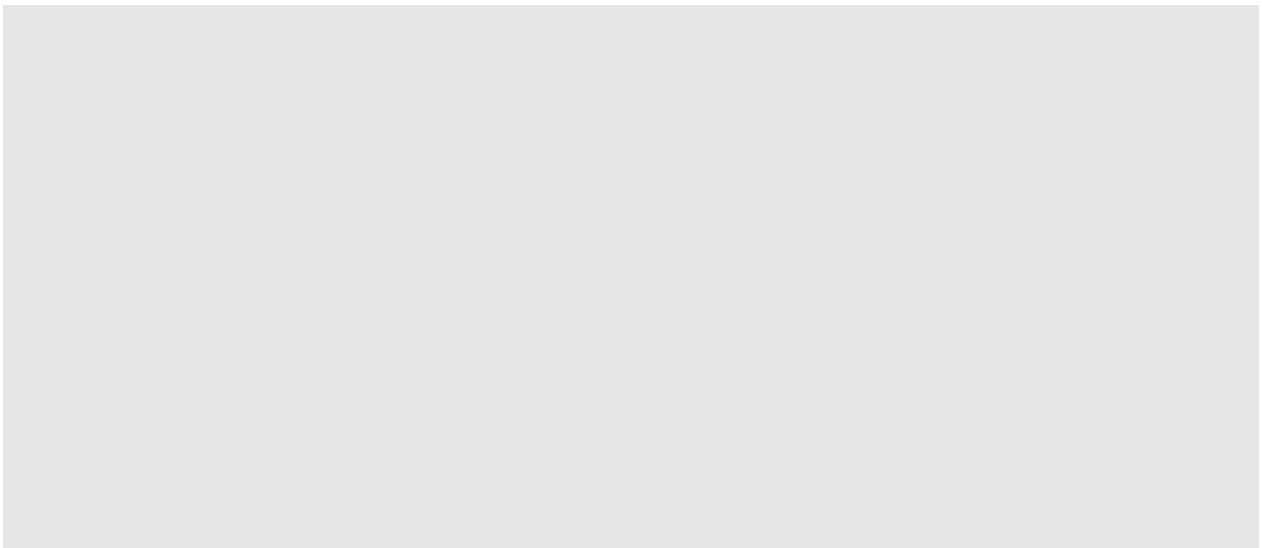
Knowing our strengths helps us build our self-confidence and helps us deal with the criticism of others. Knowing our strengths also makes us respond more enthusiastically to opportunities that arise.

The following list of strengths will help you identify some of your own personal strengths. As you go down the list, identify in the appropriate space below the ones that you feel describe you most of the time or often.

### Strengths:

Enthusiastic	Patient	Thoughtful	Efficient
Trusting	Supportive	Open-minded	Good sense of humour
Optimistic	Hard-working	Perceptive	Organized
Responsible	Cautious	Confident	Communicative
Understanding	Dependable	Sharp	Cooperative
Friendly	Thorough	Self-starter	Decisive
Relaxed	Determined	Alert	Assertive
Intuitive	Flexible	Ambitious	Aggressive
Sensitive	Talkative	Serious	Adaptable
Logical	Persistent	Tactful	Outspoken
Tolerant	Loyal	Quick-minded	Imaginative
Opportunistic	Sincere	Calm	Sociable
Curious	Systematic	Energetic	Easy-going
Firm	Versatile	Generous	Adventurous
Polite	Outgoing		

### Strengths that You Feel Describe You Most of the Time or Often



One way to ensure that this subjective way of identifying strengths is accurate is to reduce your list to 12 strengths from among the ones you've rated above. To do this you need to carefully review all the strengths you identified until you have selected and circled 12 among them that you feel represent you best. Take a few minutes to do this now and then list the 12 key strengths you have identified to the appropriate space on page 47 of your workbook.

## Exercise D - Accomplishments and Strengths

In this exercise you will identify strengths that you utilized to make some of your accomplishments happen. First, in the left-hand column, write up to five of your accomplishments from Exercise A. Then, in the right-hand column, identify the corresponding strengths. For example, if you learned a new computer program in record time, your strengths could be: fast learner, sharp, thorough, patient, logical, systematic, and so on. Identify in this exercise, additional strengths that you have not already listed on page 45 - and transcribe these strengths to the appropriate space on page 47 of your workbook.

### Work-Related Accomplishments

### Strengths used:

1)

2)

3)

### Personal Life Accomplishments

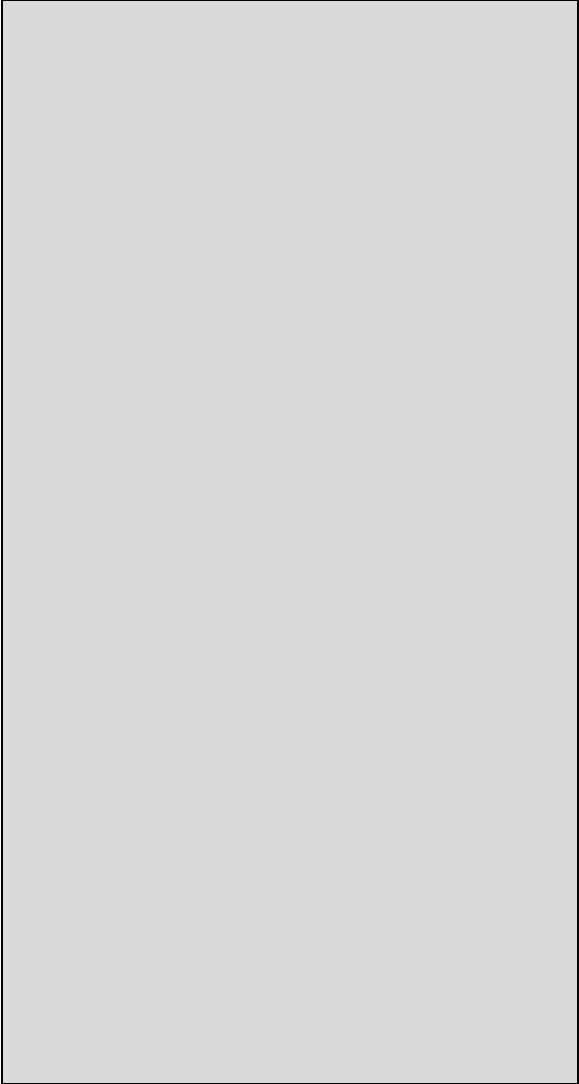
### Strengths used:

1)

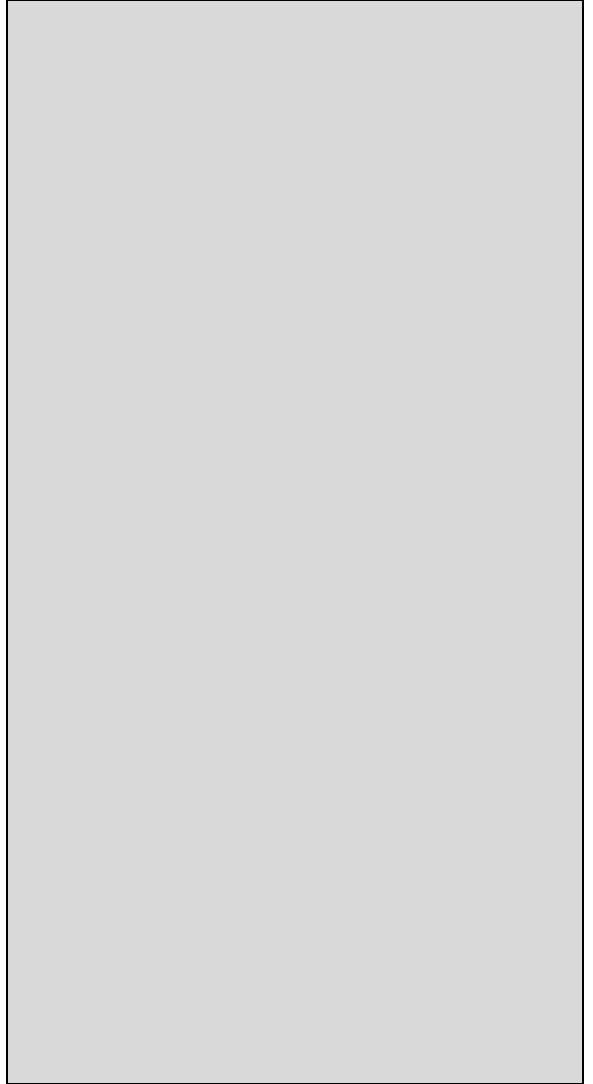
2)

## Exercise E – Your List of Strengths

12 key strengths (From Exercise C)

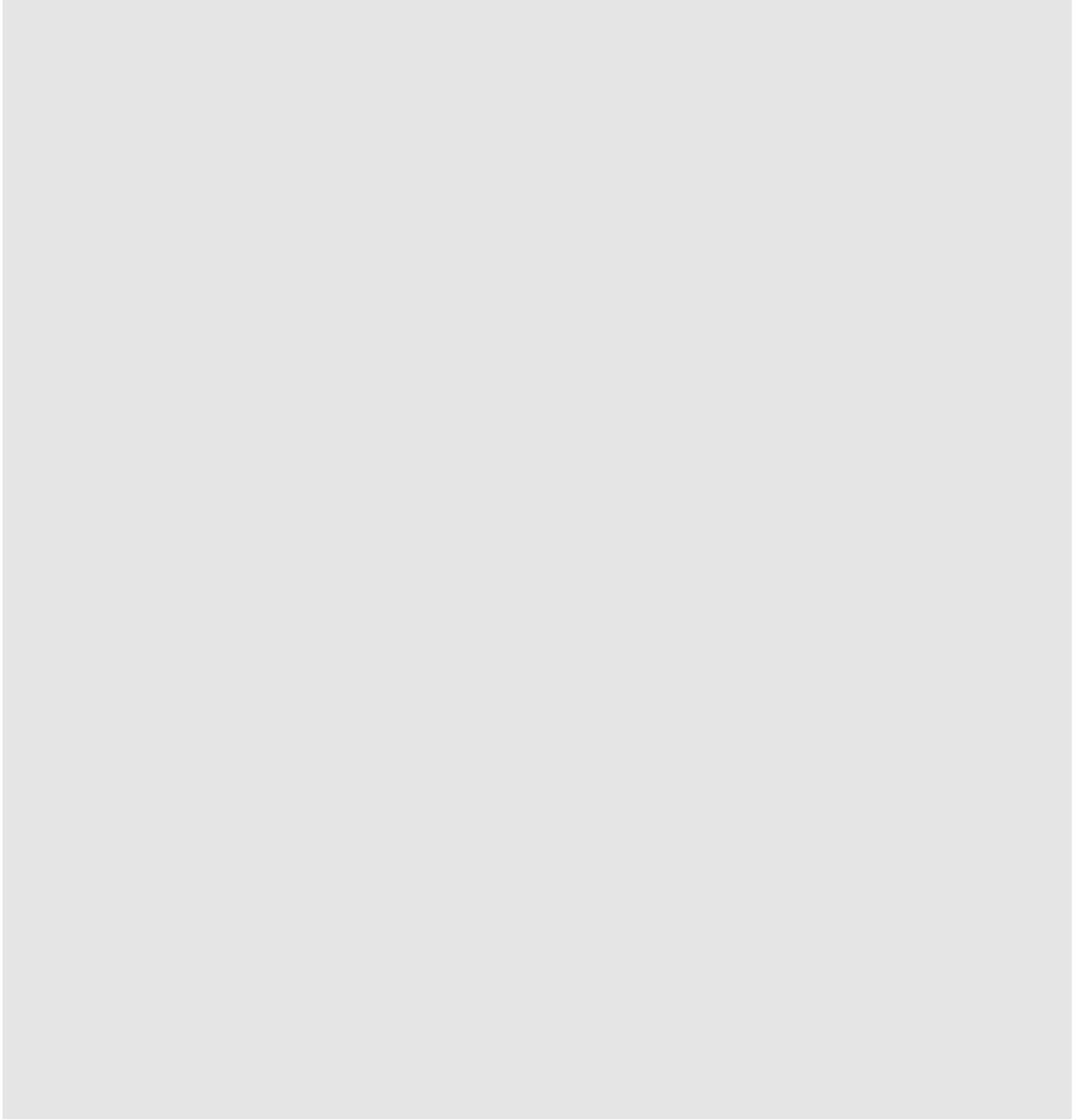


Additional Strengths  
(From Exercise D)



[CLICK HERE](#) to view an audio-visual presentation that covers the reading section that follows.

**Notes from Section**



# Daily Inventory of My Accomplishments and Motivators

Today's Date:

1. Accomplishments today:

2. My four primary motivators are:      Things I did today to satisfy these motivators:

3. Activities I can do tomorrow to satisfy my motivators: *(personal or school or work)*

4. Number of times today I read my list of strengths:

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# *Leading by* Managing My Life With A Positive Attitude

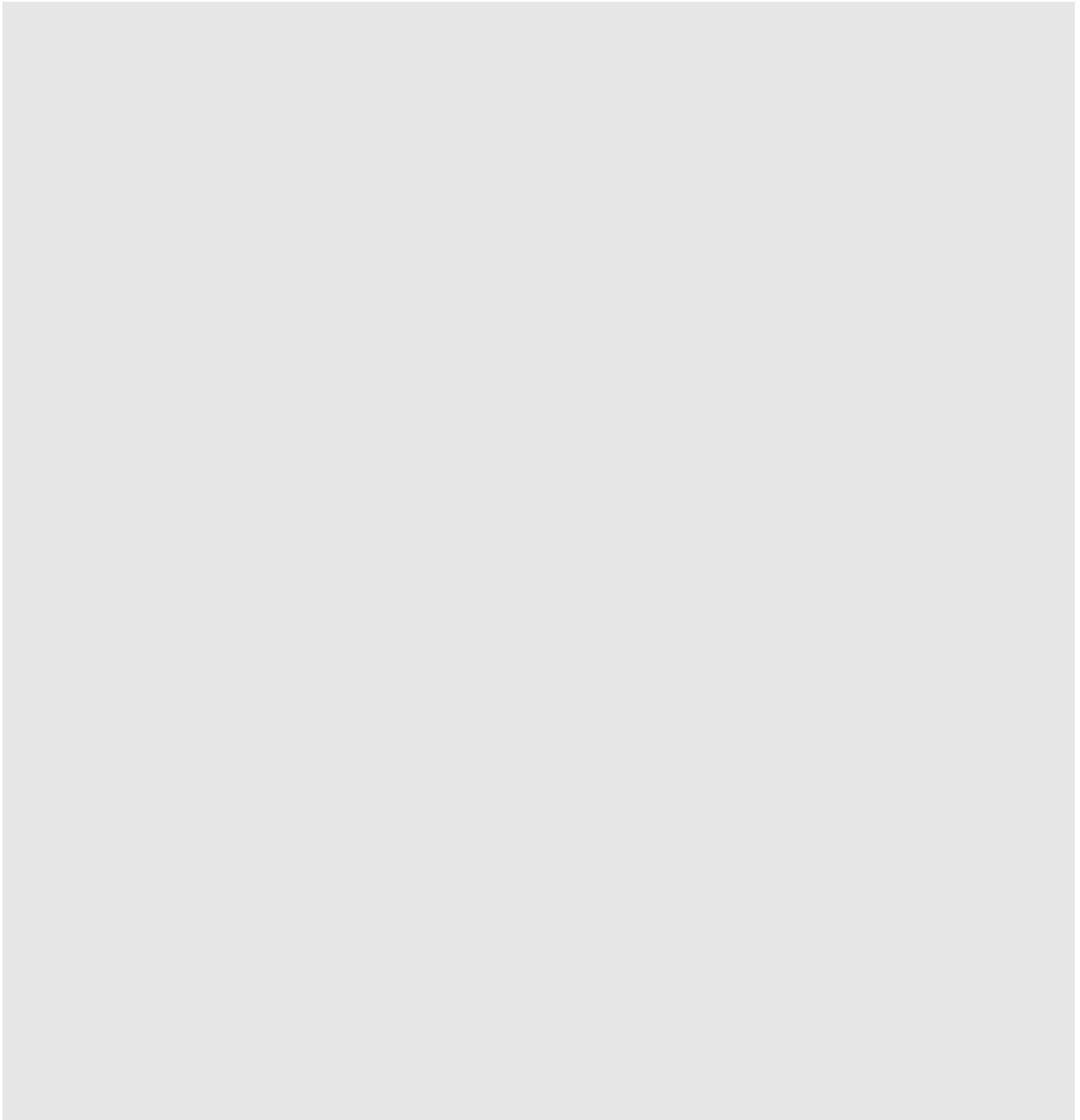
## **Table of contents**

- Relationship Between Leadership and Having a Positive Attitude.
- Our beliefs, thoughts, emotions and behaviors
- Defining Attitude
- The Challenge
- Behaviors And Attitude
- Controlling Our Thoughts and Feelings
- Focusing On Healthy Thoughts
- Our Fundamental Beliefs
- Modifying Our Beliefs
- Conclusion



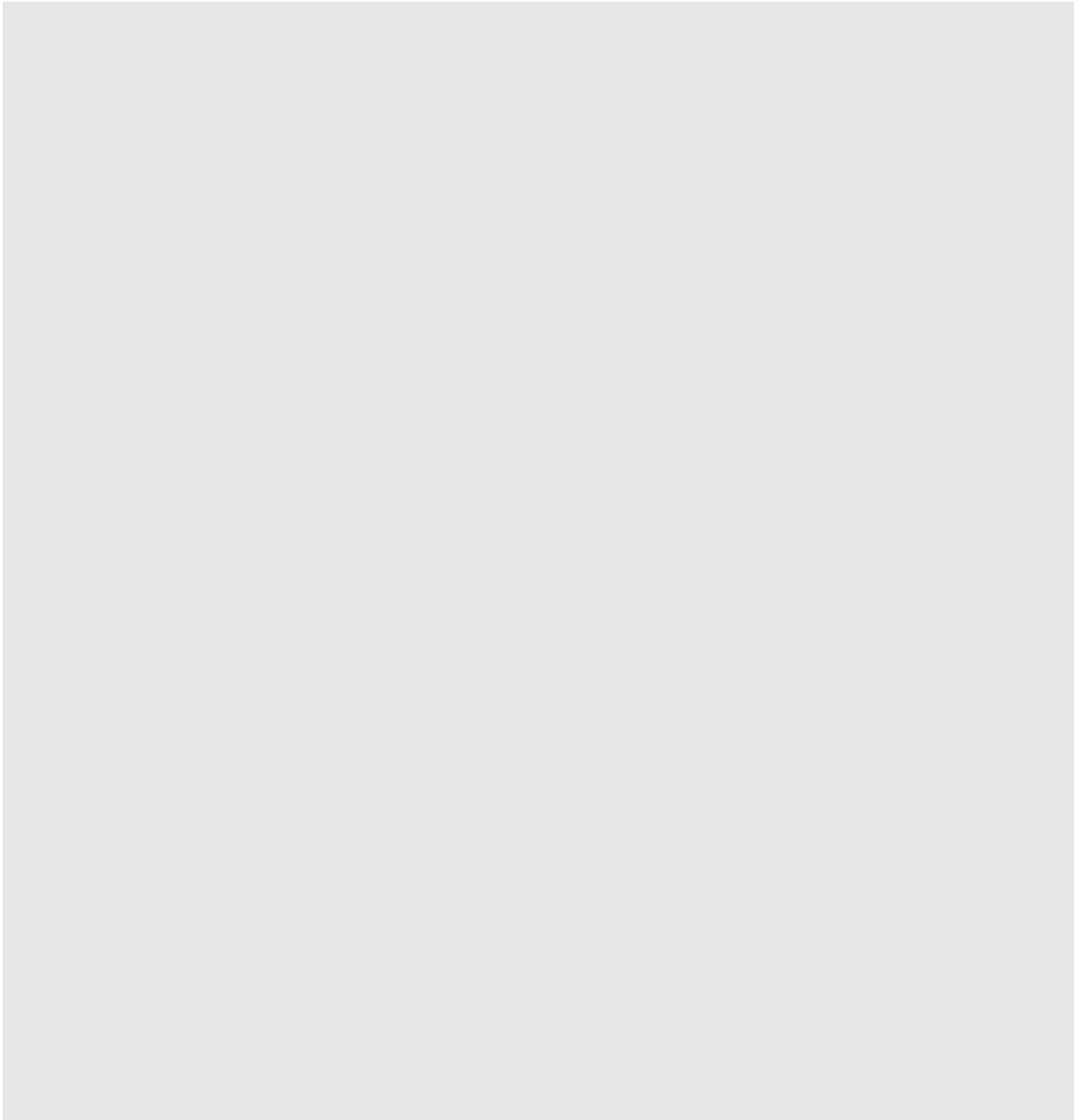
[CLICK HERE](#) to view an audio-visual presentation related to this section of the course.

**Notes from Section**



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### **Notes from Section**





## Exercise A ~ Changing Your Feelings

Take a few minutes to think of a very difficult and stressful problem you encountered. Something that happened which bothered you very deeply. Think of the difficulties you had to overcome and remember your feelings at the time.

**Situation:**

**Difficulties:**

**Feelings  
at the time:**

After you've done this, take a few minutes to remember one or two of the best holidays you've ever had. Indulge in remembering the holiday. Experience the positive thoughts and feelings that come with remembering this holiday.

**Holiday:**

**Feelings  
at the time:**

Notice what happens to your mood. As you remember the difficult situation, you will start to feel the negative feelings you experienced at that time; as you recall the holiday, you will start to experience the positive feelings you felt during the holiday.

## Exercise B ~ Thought Reactions and Feelings

The following is a list of typical situations that could happen to any of us. After you read the description of each situation, write down the typical thought reactions — the first thoughts that come to your mind — and the corresponding feelings you'd have if that situation suddenly happened to you. If you need assistance wording your thoughts and feelings, you'll find examples of thoughts and feelings listed in exercises C and D.

1. You are criticized or made fun of by one of your co-workers or fellow students during a meeting.

### Thought reactions:

### Feelings:

2. You are asked to speak at a meeting without being given much time for preparation.

### Thought reactions:

### Feelings:

3. You come to work or school and you discover there was a big party last night which was attended by the other employees in your department or other students. You were not invited.

**Thought reactions:**

**Feelings:**

4. You find yourself forced to work on a weekend which you had planned to spend with friends or with family.

**Thought reactions:**

**Feelings:**

5. You've just been told that you have exceptional talent and potential and can expect a great future.

**Thought reactions:**

**Feelings:**

## Exercise C ~ Positive Thought Reactions and Feelings

In this exercise you will find a list of “positive thought reactions” and a list of “positive feelings”, as well as blank spaces to add your own. Use these lists to help you identify some of your thought reactions and feelings which are positive. Then, select four thought reactions and feelings among the ones you identified, that you believe to be particularly important to continue to focus on (ones you rated 1 or 2).

**Rating:** I tend to react to situations with this thought:

**1 = very often**

**2 = often**

**3 = sometimes**

**4 = rarely or never**

### 1. Positive Thought Reactions

**Your Rating**

I can do it  
That sounds exciting  
I'd love to learn this  
This is fun  
I'll do my best  
How can I be more helpful?  
What is the positive side of this situation?  
What have I learned from this?  
I accomplished a lot today  
I'll be more careful next time  
Is it really worth the fight?  
Am I being reasonable in this?  
Can I do more?  
How can I improve myself?  
I am very good at this  
-  
-  
-  
-

## 2. Positive Feelings

## Your Rating

Happy

Hopeful

Useful

Loved

Appreciated

Relaxed

Motivated

In control

Patient

Challenged

Calm

Peaceful

Thankful

Tolerant

Fulfilled

-

-

-

-

Four thought reactions I'd like to continue to focus on: (from among ones rated 1 or 2)

Four feelings I'd like to continue to focus on: (from among ones rated 1 or 2)

## Exercise D ~ Thought Reactions & Feelings to Let Go Of

In this exercise you will find a list of “unhealthy thought reactions” and a list of “feelings to let go”, as well as blank spaces to add your own. Use these lists to help you identify some of your own thought reactions and feelings which are harmful or unhealthy. Then, select four thought reactions and feelings, from among the ones you rated 1 or 2 that you want most to learn to let go of.

**Rating:** I tend to react to situations with this thought:

**1 = very often**

**2 = often**

**3 = sometimes**

**4 = rarely or never**

### 1. Unhealthy Thought Reactions

### Your Rating

I can't learn this

We've tried it before; it won't work

The problem will sort itself out

This is not my responsibility

I'm fed up with this

I can't plan my time better

I have no control around here

Here I go again doing something I don't want to do

It's no use trying

The system stinks

I feel I've been going in circles

Why don't you just leave me alone?

No one listens anyway

No one is helpful

-

-

-

-

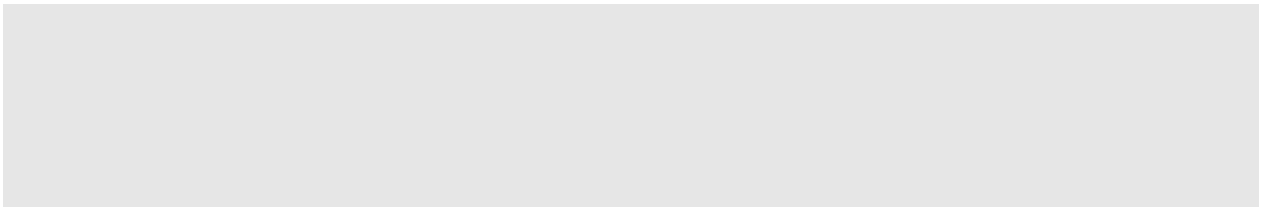
## 2. Feelings to Let Go

Your Rating

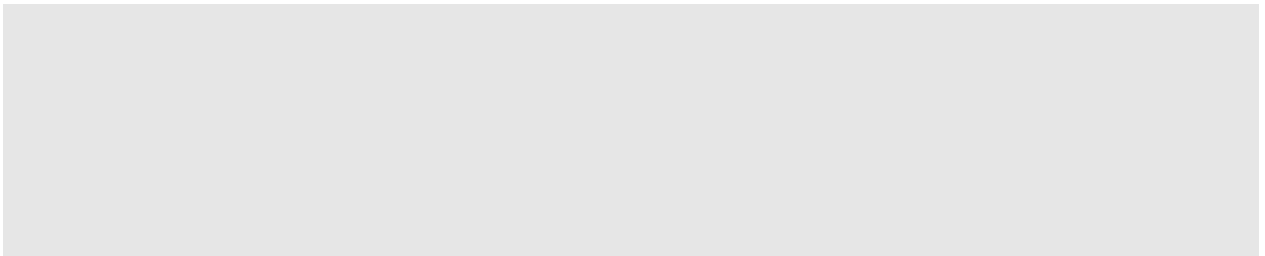
Worried  
Impatient  
Anxious  
Afraid  
Resentful  
Jealous  
Frustrated  
Helpless  
Unmotivated  
Apathetic  
Depressed  
Annoyed  
Angry  
Critical  
Judgmental

-  
-  
-  
-

Four thought reactions I'd like to let go of: (from among ones rated 1 or 2)

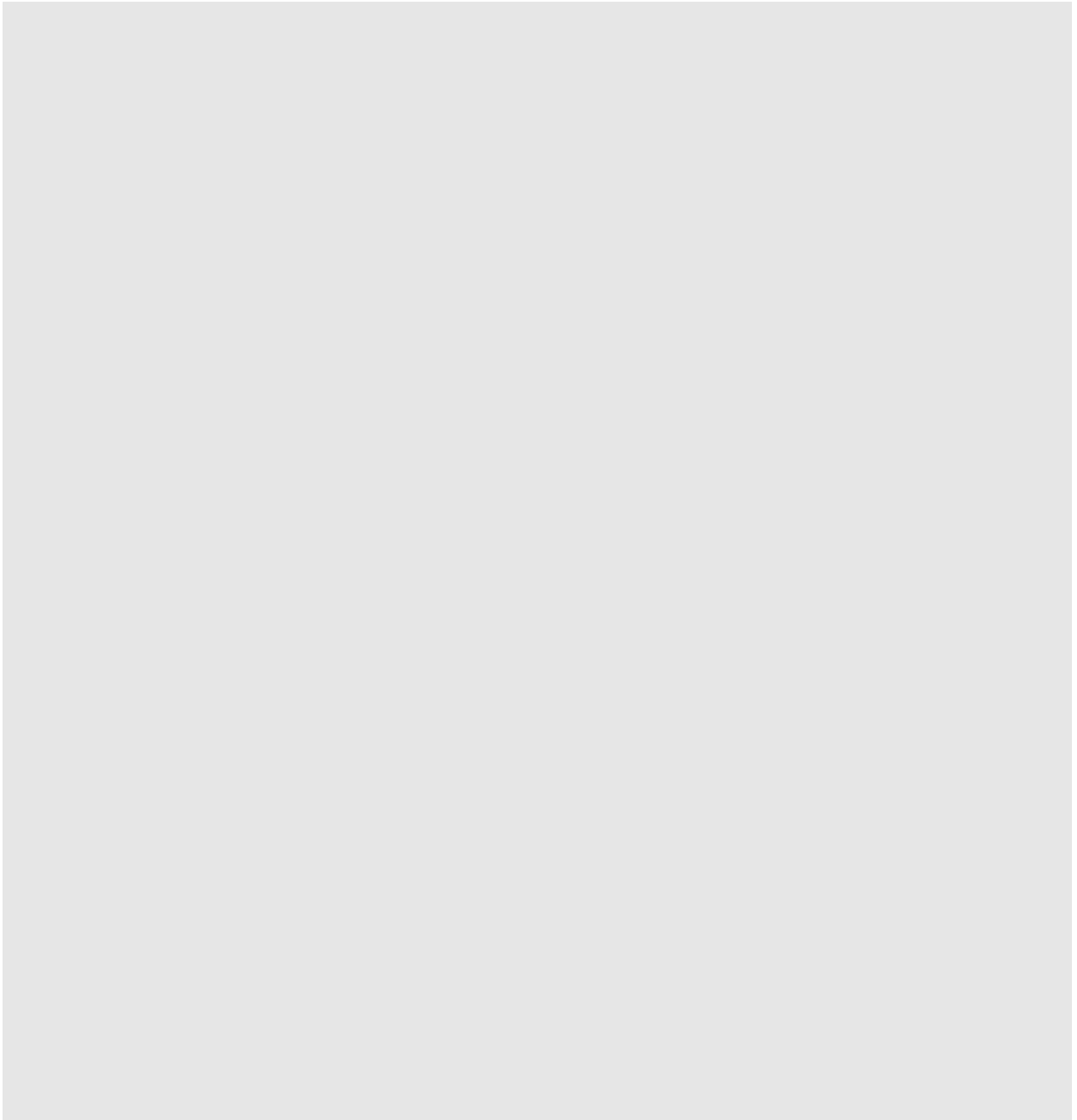


Four feelings I'd like to let go of: (from among ones rated 1 or 2)



[CLICK HERE](#) to view an audio-visual presentation related to this section of the course.

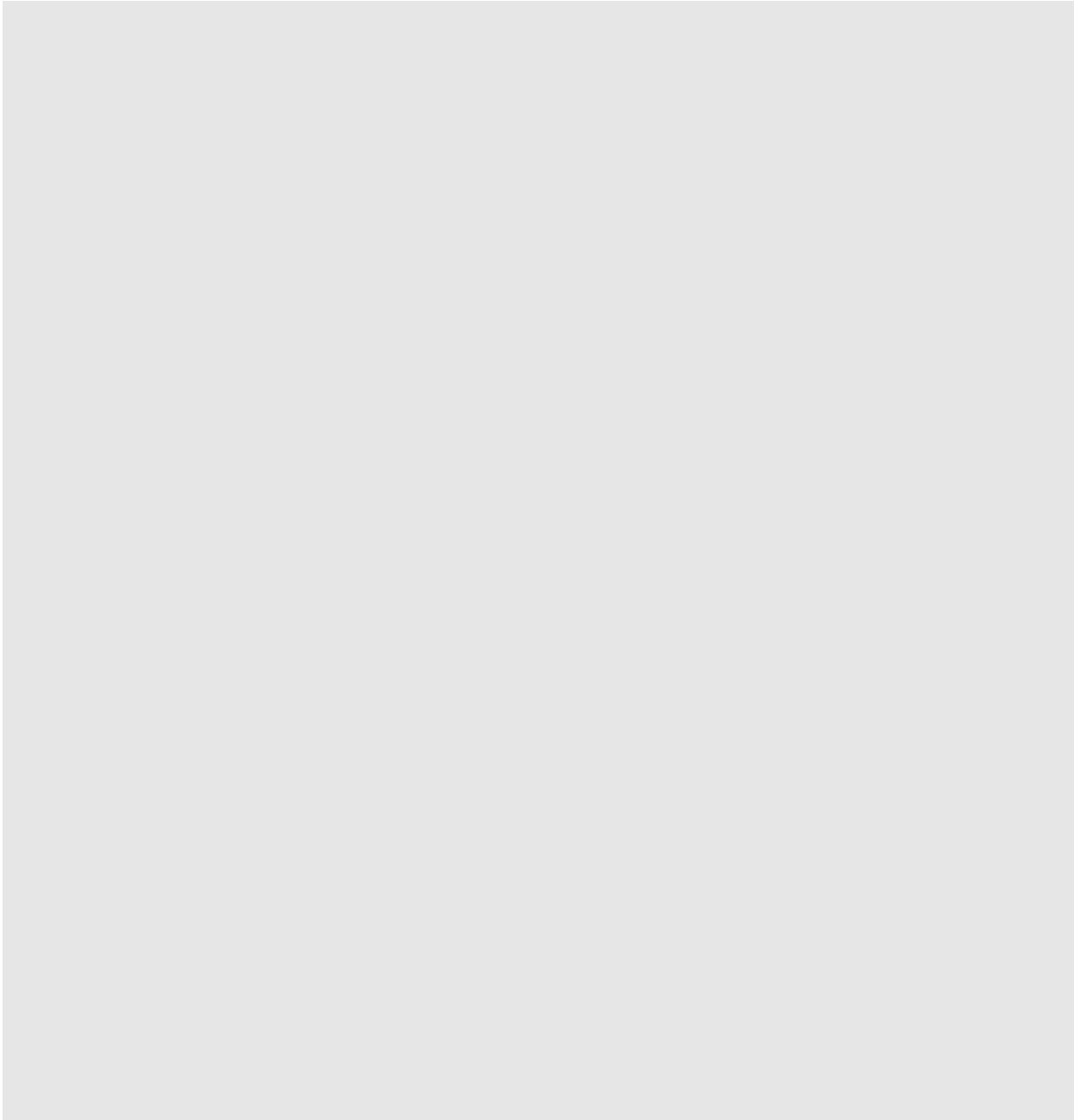
**Notes from Section**





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### Notes from Section



## Exercise E ~ Affirmations

For each of the 3 beliefs we examined, you will find here an affirmation which we have written. You can use this affirmation if you want or you may write your own affirmation in the space provided.

### 1. The First Belief:

**Everybody I meet or contact should like me.**

**The Affirmation In Our Words:**

I am grateful to be liked by quite a few of the people I meet or contact.

**Affirmation In Your Words:**

### 2. The Second Belief:

**Things should always happen the way I planned it, the way I expect it.**

**The Affirmation In Our Words:**

I am confident that I can adjust to any situation when things don't happen the way I want them or planned them.

**Affirmation In Your Words:**

### 3. The Third Belief:

**I should worry and become fearful whenever there is change or uncertainty in my life.**

**The Affirmation In Our Words:**

I embrace change, take the necessary action, and refuse to let worry and fear dominate any aspect of my life.

**Affirmation In Your Words:**

## Other Affirmations

Write down some affirmations in the space below that deal with the four thought reactions you want to focus on or let go of. You can also write down in the space below other affirmations about other positive habits or strengths you want to develop.

### Example affirmations:

I enjoy and find it easy to learn new things all the time.

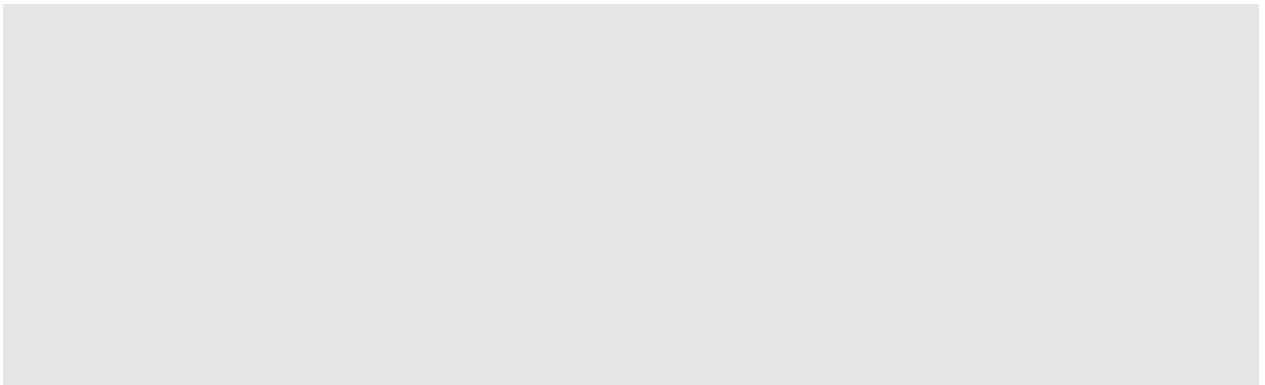
I am excited and enthusiastic about my opportunities for success.

I always maintain a positive and enthusiastic outlook on life.

I stop and calm myself down, whenever I catch myself blaming others.

I AM, I CAN, I WILL

## Your Affirmations



In summary read your affirmations frequently or at least **several times** a day.

Also, try to be more aware of your thoughts and feelings so that you can stop yourself when you are indulging in thoughts and feelings which are unproductive and that reinforce the beliefs or the thought reactions you want to change. At that time, also repeat a few times the appropriate affirmation.

## Managing My Life Deep Relaxation Exercise

To help you improve your ability to relax, concentrate, manage change and attract success, we have prepared for you a guided deep relaxation exercise **which you can listen to regularly..**

We suggest you listen to that audio-track once daily, preferably first thing in the morning, or alternatively, at the same time every day, before dinner.

[CLICK HERE](#) to access the Managing My Life Deep Relaxation Exercise.

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- Assist in the mobilization of financial and other forms of support to all efforts aiming at strengthening agricultural research and technology development in the Region.

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- E-mailing the courses to friends, colleagues at work and relatives who could also benefit from them.
- Start doing or continue doing some volunteer work on a regular basis.
- Support the not for profit organization recommended [HERE](#).

## About The Author

### George Beshara, B.Com.

George Beshara is a McGill University business graduate and is the author of the Leading by Managing My Life series of courses. He has been involved in training, business coaching and publishing since 1983. His courses and training programs have been used by tens of thousands of individuals in some of the largest corporations in North America. For more information about his background and experience please [CLICK HERE](#)

### Services We Offer

#### Become A Project Partner – Make Our 6 Courses Your GIFT

- Our course document is co-branded to include your name on the title page, recognizing you as the providers of the GIFT.
- Your supply us with a promotional page which is inserted 7 times in the GIFT document.
- Within that promotional page, you highlight your mission, promote the product and/or services you offer and provide links to your website.

#### Benefits for Our Project Partners

##### *Not for Profit Organizations or Private Sector Sponsor Partners*

- Access to the quality self-study courses for all your staff members, clients, donors and volunteers. (Not-for-profit sector)
- Opportunity to generate new and unexpected donations.
- Private sector partners come across as good corporate citizens while promoting their products and services.
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*The Stepping-Up Approach to Leadership*

# **LEADING BY MANAGING MY LIFE WITH WIN-WIN RELATIONSHIPS**

**By George Beshara**

*Author of "Experiencing The Winning Edge"*



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Program updated March 2017

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<http://www.managingmylife.com>

Produced in Canada.

# *Leading By* Managing My Life with Win-Win Relationships

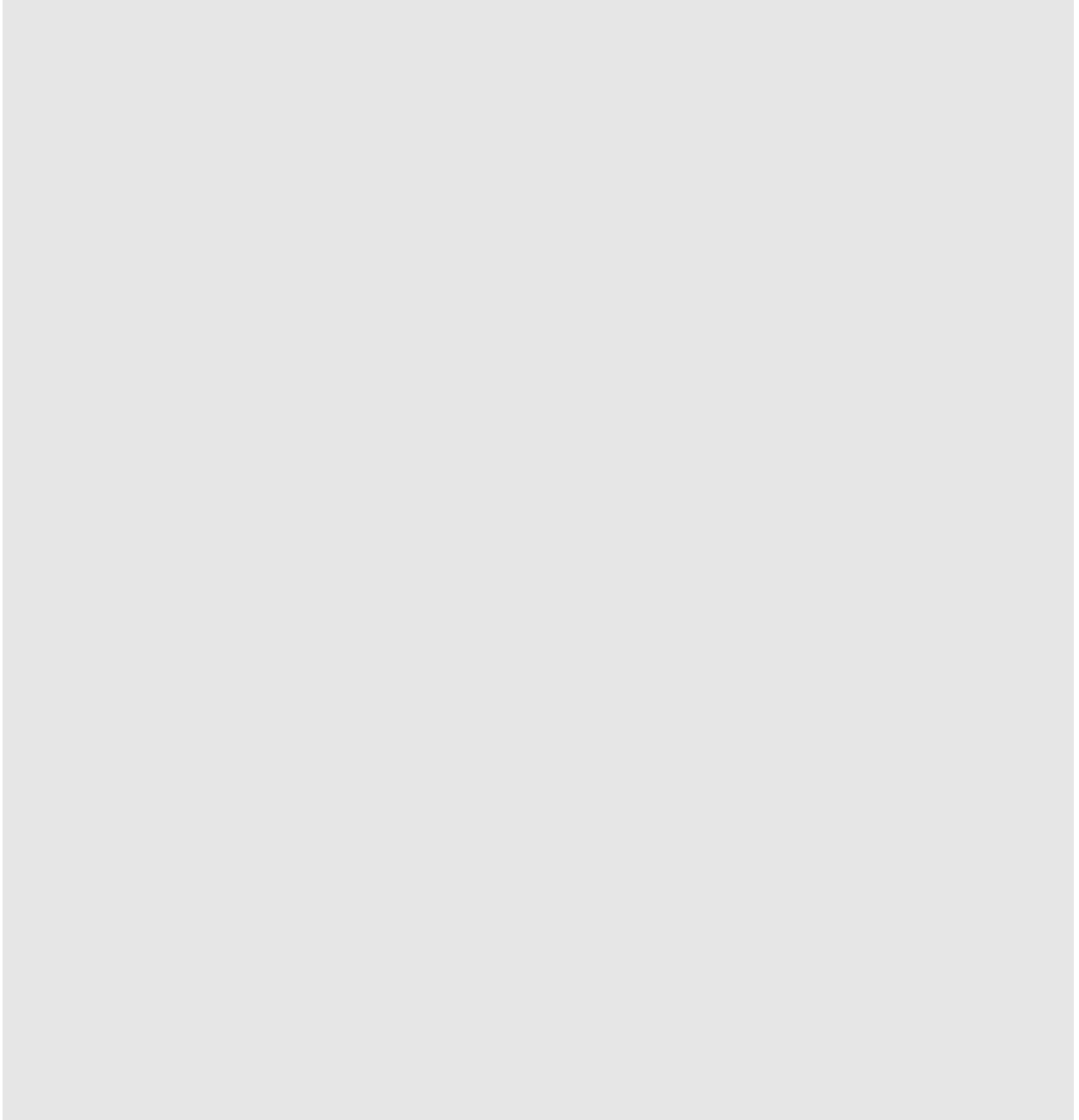
## **Table of Contents**

- Relationship between Leadership and Building Relationships
- What Is A Win-Win Relationship?
- Developing Win-Win Relationships
- Benefits of Win-Win Relationships
- Consequences of Not Having Win-Win Relationships
- Essential Elements For Developing Respect
- Making a Good First Impression
- Developing Trust
- Understanding Personal Styles
- Identifying Your Personal Style
- The Personal Style of Others
- Making Sincere Compliments
- Understanding Motivation
- Good Daily Habits to Develop Win-Win Relationships



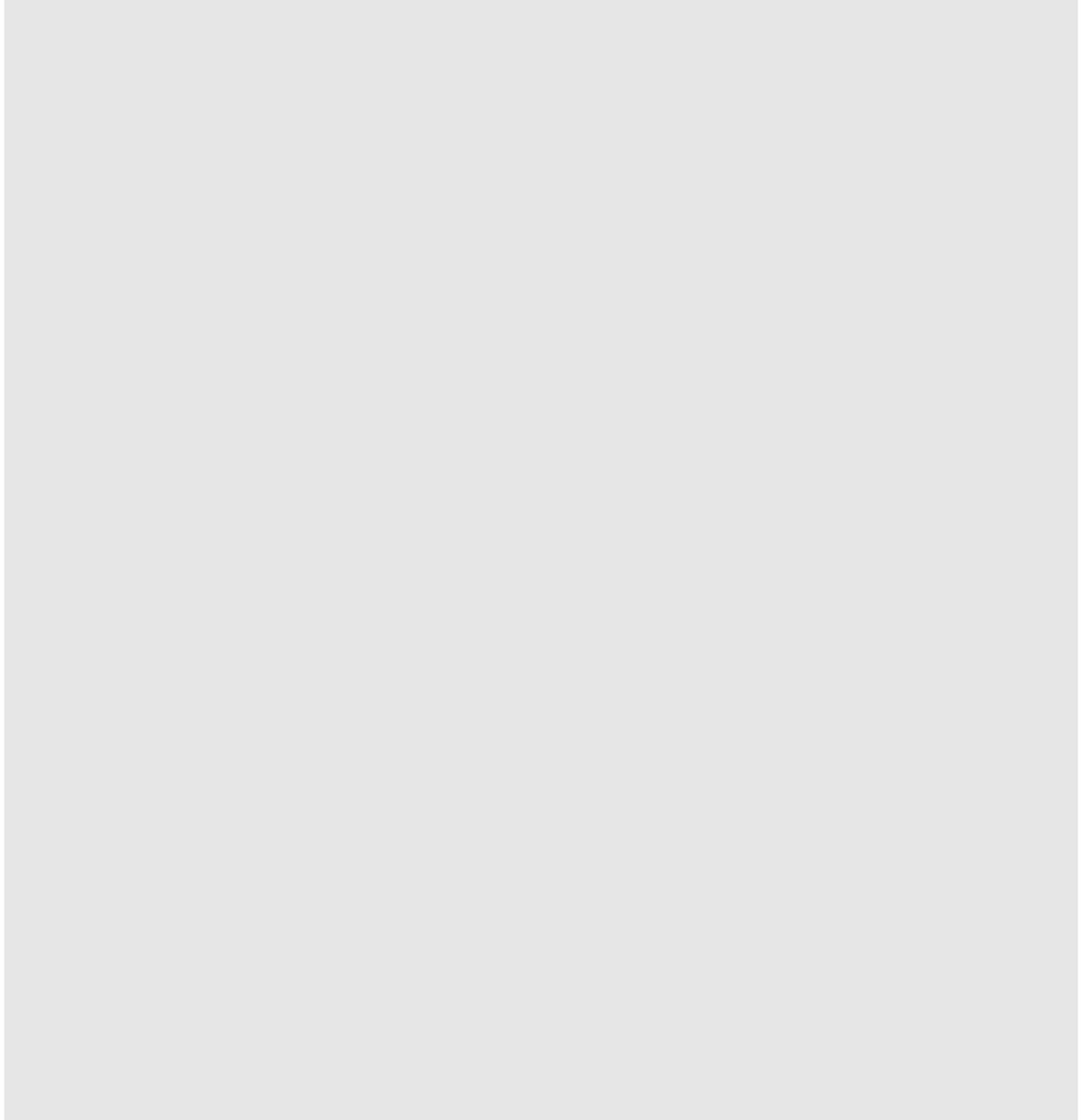
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**Notes from Section**



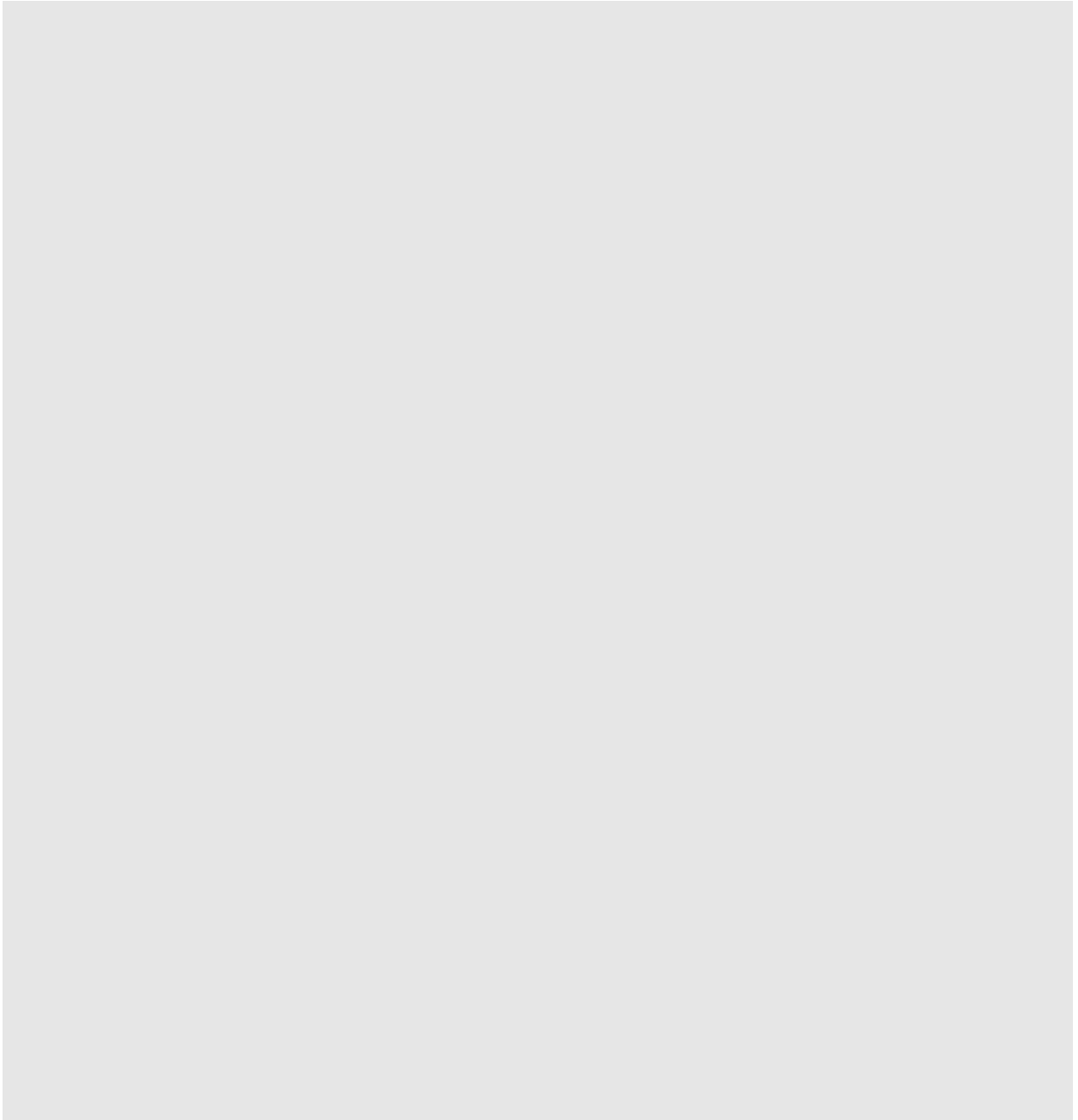
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### **Notes from Section**



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### **Notes from Section**



## Exercise A ~ Identifying Your Own Personal Style

### Identifying Your Personal Styles

So, do you see yourself described in one or more of these styles? Probably! But how can you be sure which styles are predominant for you?

One of the best ways to determine your predominant style is to remember your behavior **under stressful situations**. You should think of the way you approach and resolve situations. The fact is that when you are acting under stressful and challenging conditions your more basic values surface. When you are under stress, you let go of all your role-plays.

#### **Under stressful, panic situations:**

Are you concerned with finding quick solutions to avoid the immediate stress? This is the typical reaction of the Comfort style.

Are you particularly concerned with how everyone else would feel about the situation and how it would affect them? Is Pleasing therefore one of your predominant styles?

Are you concerned with developing a quick and effective plan of action and in getting the task done as soon as possible? Were you impatient? Is Control one of your predominant styles? OR

Are you concerned with analyzing problems in detail and arriving at the best possible solution to the problem? Are you Significance-oriented?

**Take the time now to rate yourself in relation to these 4 styles.  
Use a scale of 1 to 10 to rate yourself with 10 being high.**

Comfort  Pleasing  Control  Significance

## Exercise B ~ Work, School and Personal Relationships

This exercise is concerned with the 5 most significant work/school relationships, and the 5 most significant personal relationships that you currently have, including at least two that are difficult relationships at work and at home. Work relationships could include co-workers, your subordinates or your manager, suppliers, customers, and perhaps staff from other departments or divisions. At home, they could include your spouse, your children, your parents, a friend, a neighbor, or an acquaintance. Write the names of the five people on the top of each column and then use the following rating system to determine their top one or two predominant personal styles. Remember how they behave under panic or stress.

**Rating: Probable 1**

**Possible: 2**

**Unlikely: 3**

### Work/School Relationships

**Name**

--	--	--	--	--

Comfort

Pleasing

Control

Significant

### Personal Relationships

**Name**

--	--	--	--	--

Comfort

Pleasing

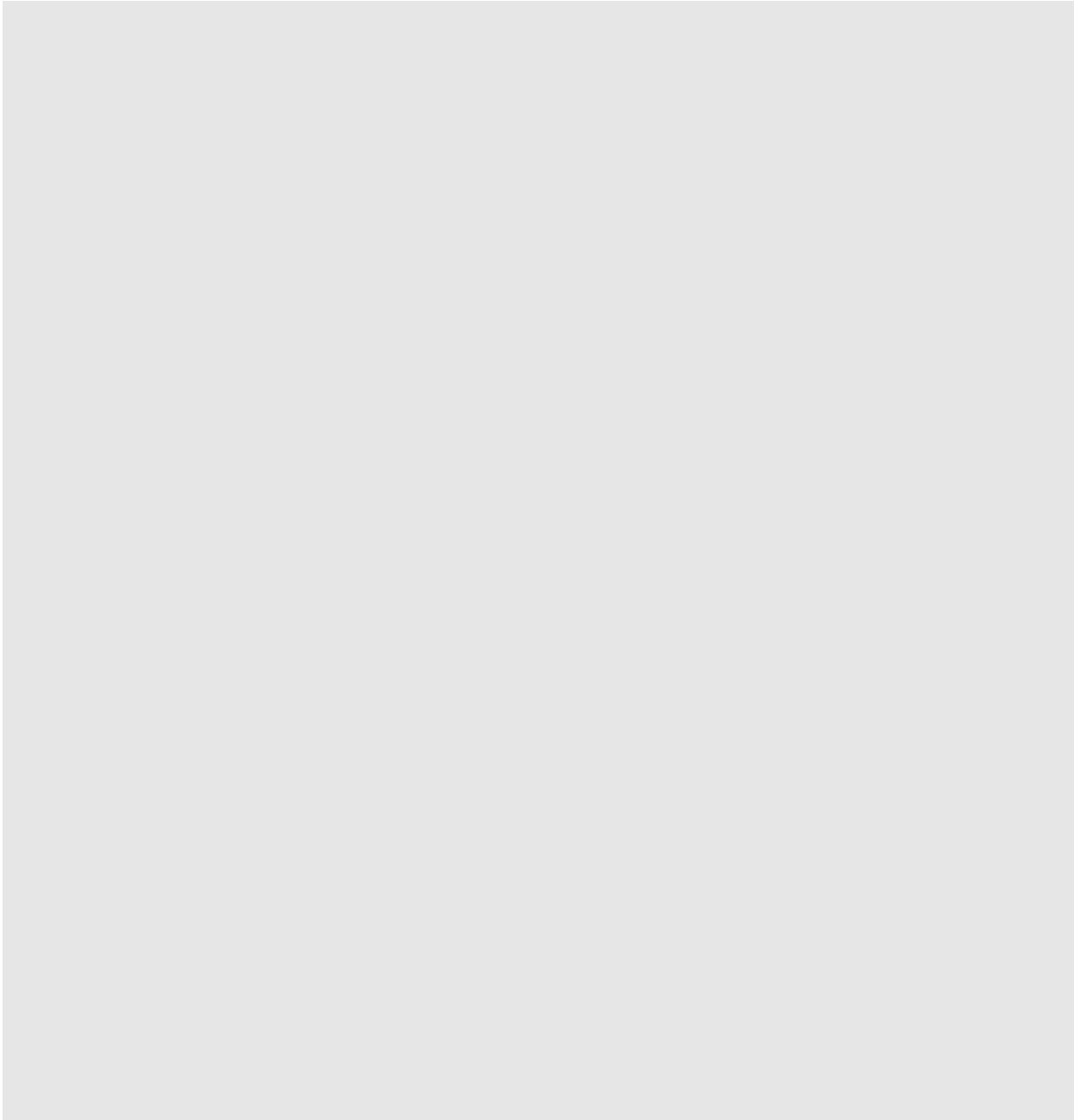
Control

Significant



[CLICK HERE](#) to view an audio-visual presentation that covers this section.

**Notes from Section**



### Exercise C ~ Work/School Relationships

This exercise is concerned with identifying the key strengths of the 5 most significant work/school relationships you identified in Exercise B of your workbook. Write their names in the space below and identify for each of them up to 6 strengths you feel describe them most of the time or often.

**Strengths:**

- |               |                     |             |
|---------------|---------------------|-------------|
| Enthusiastic  | Thoughtful          | Trusting    |
| Open-minded   | Good sense of humor | Patient     |
| Optimistic    | Hard-working        | Efficient   |
| Perceptive    | Organized           | Responsible |
| Cautious      | Confident           | Supportive  |
| Communicative | Understanding       | Dependable  |
| Sharp         | Cooperative         | Friendly    |
| Thorough      | Self-starter        | Decisive    |
| Relaxed       | Determined          |             |

### Work/School Relationships

**Name**

**Their Six Key Strengths**

(Ones you feel describe them most of the time or often)

## Exercise C ~ Personal Relationships

This exercise is concerned with identifying the key strengths of the 5 most significant personal relationships you identified in Exercise B of your workbook. Identify for each of them up to 6 strengths you feel describe them most of the time or often.

### Strengths:

Enthusiastic	Thoughtful	Trusting
Open-minded	Good sense of humor	Patient
Optimistic	Hard-working	Efficient
Perceptive	Organized	Responsible
Cautious	Confident	Supportive
Communicative	Understanding	Dependable
Sharp	Cooperative	Friendly
Thorough	Self-starter	Decisive
Relaxed	Determined	

## Personal Relationships

### Name

### Their Six Key Strengths

(Ones you feel describe them most of the time or often)

## Exercise D ~ Motivators

### Work Relationships

This exercise involves identifying the motivators of the five work/school relationships you listed earlier in your workbook. Write the name of each person in the appropriate space below and indicate for each of them what you feel are their four key motivators.

#### MOTIVATORS

##### Achievement-Oriented

Learning

Analyzing problems and finding solutions

Taking calculated risks

Being creative

##### Affiliation-Oriented

Receiving recognition

Socializing/working with others

Expressing him/herself

Being listened to

##### Power-Oriented

Leading others

Organizing

Making decisions

Competing/winning

### Work/School Relationships

**Name**

**Their Four Key Motivators (*Most of the time or often*)**

## Personal Relationships

This exercise involves identifying the motivators of the five personal relationships you listed earlier in your workbook. Write the name of each person in the appropriate space below and indicate for each of them what you feel are their four key motivators.

### MOTIVATORS

#### Achievement-Oriented

Learning

Analyzing problems and finding solutions

Taking calculated risks

Being creative

#### Affiliation-Oriented

Receiving recognition

Socializing/working with others

Expressing him/herself

Being listened to

#### Power-Oriented

Leading others

Organizing

Making decisions

Competing/winning

## Personal Relationships

Name

Their Four Key Motivators (*Most of the time or often*)

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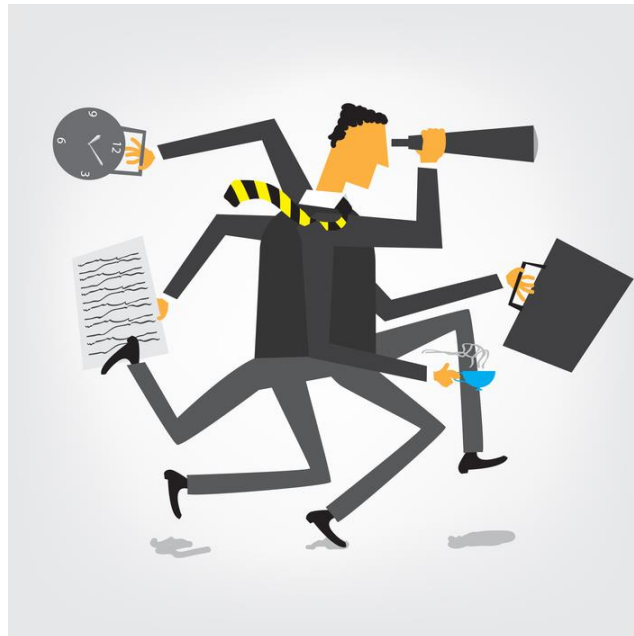


*The Stepping-Up Approach to Leadership*

*LEADING BY*  
**MANAGING MY LIFE:  
MANAGING STRESS**

**By George Beshara**

*Author of "Experiencing The Winning Edge"*



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Program updated March 2017

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Produced in Canada.

# *Leading by* Managing My Life: Managing Stress

## Table of Contents

Relationship between effective leadership and the management of stress

### **Module One: Understanding the Dynamics of Stress**

- Defining stress
- Typical sources of stress
- Sources of stress and our health  
Holmes Raye
- The “General Adaptation Syndrome”
- Stress symptoms
- Behaviors and stress

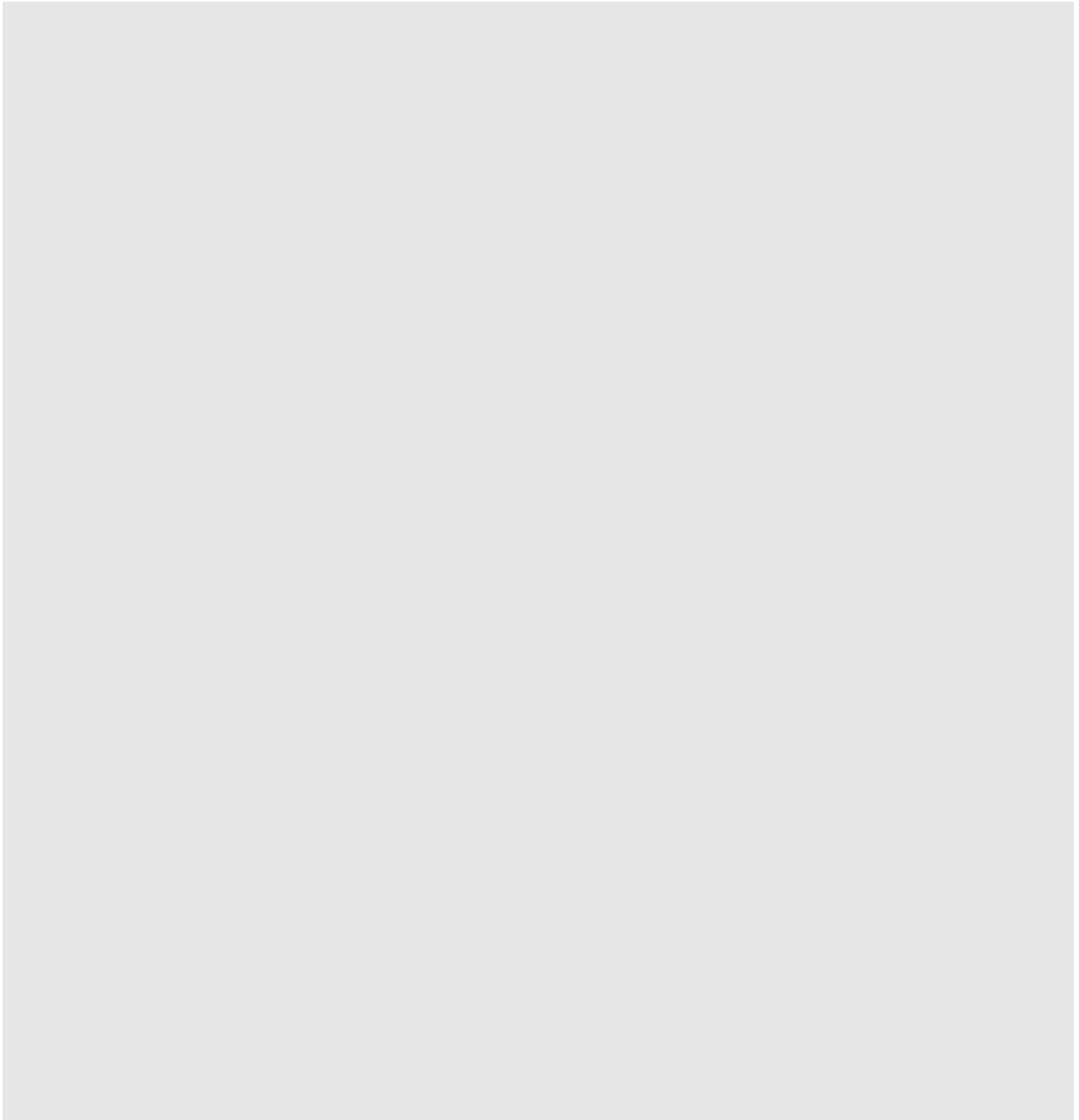
### **Module Two: Techniques To Manage Stress Effectively**

- Learning to manage worry and to let go more effectively.
- Having a network of supportive relationships
- Become selective with what you read, what you listen to and what you view
- Managing your time more effectively.
- Avoiding procrastination.
- Learning to make faster and better decisions.
- Adapting an assertive communication style.
- Exercising regularly.
- Good nutritional habits and finally.
- Becoming calmer and sleeping well.
- List of Stress Managing Habits
- Your 30 Day Plan To Manage Stress Effectively



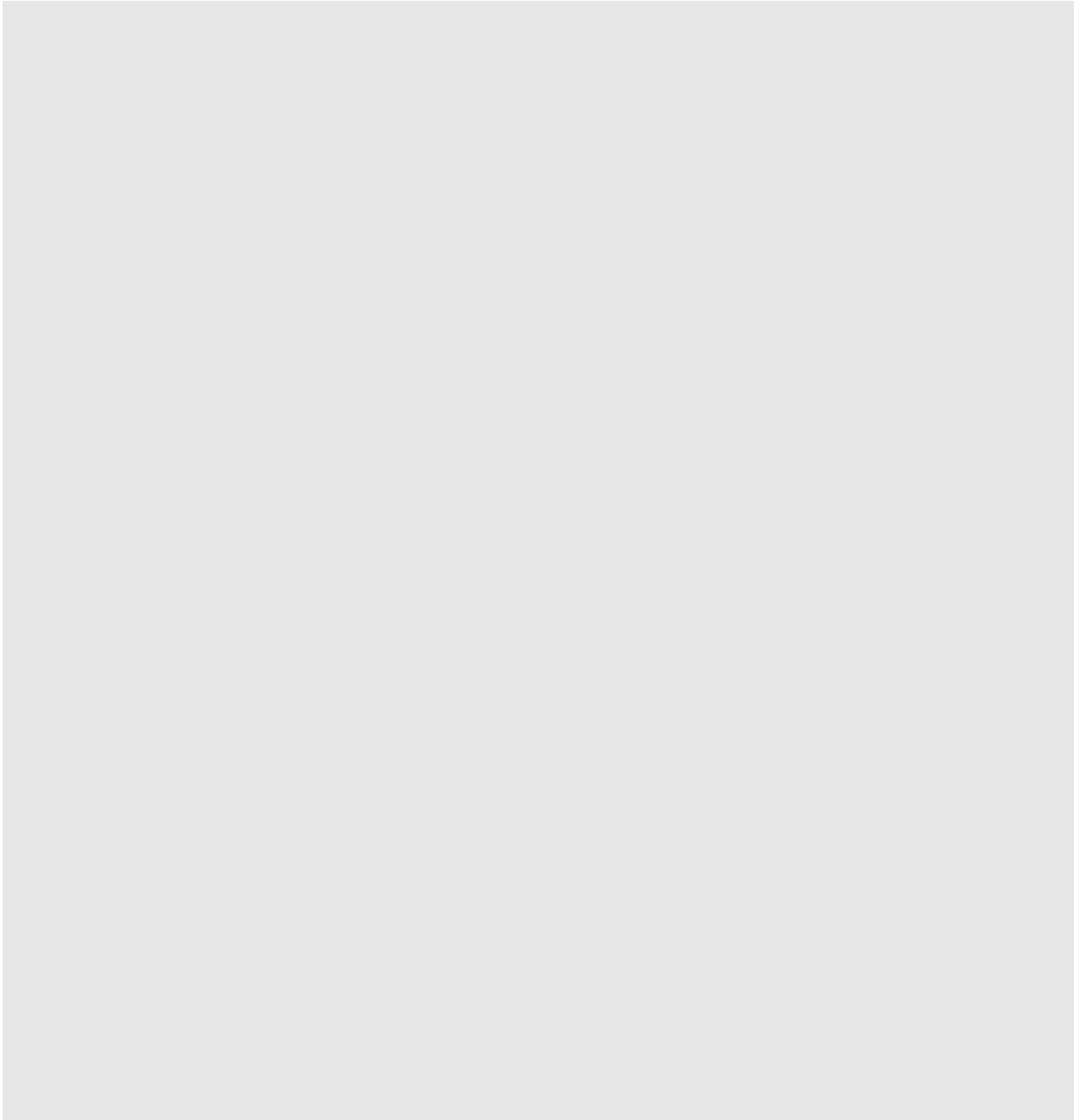
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**Notes from Section**



## Exercise A ~ Stressors In Your Life

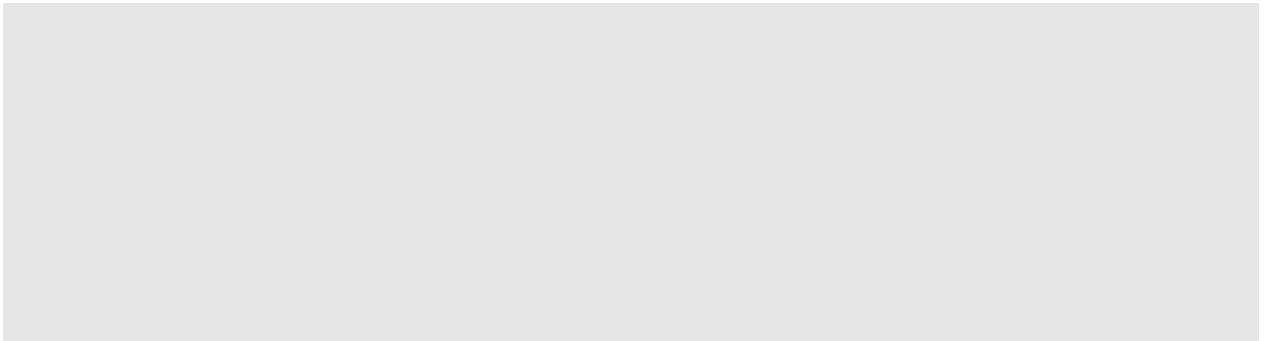
Stressors are simply changes which require us to adapt. Some of these changes are wanted and some are unwanted.

Take a few minutes now to identify some of the main changes you have experienced in the past 3 years, some of which were wanted and some of which were unwanted.

### Changes in your financial situation:

**Wanted**

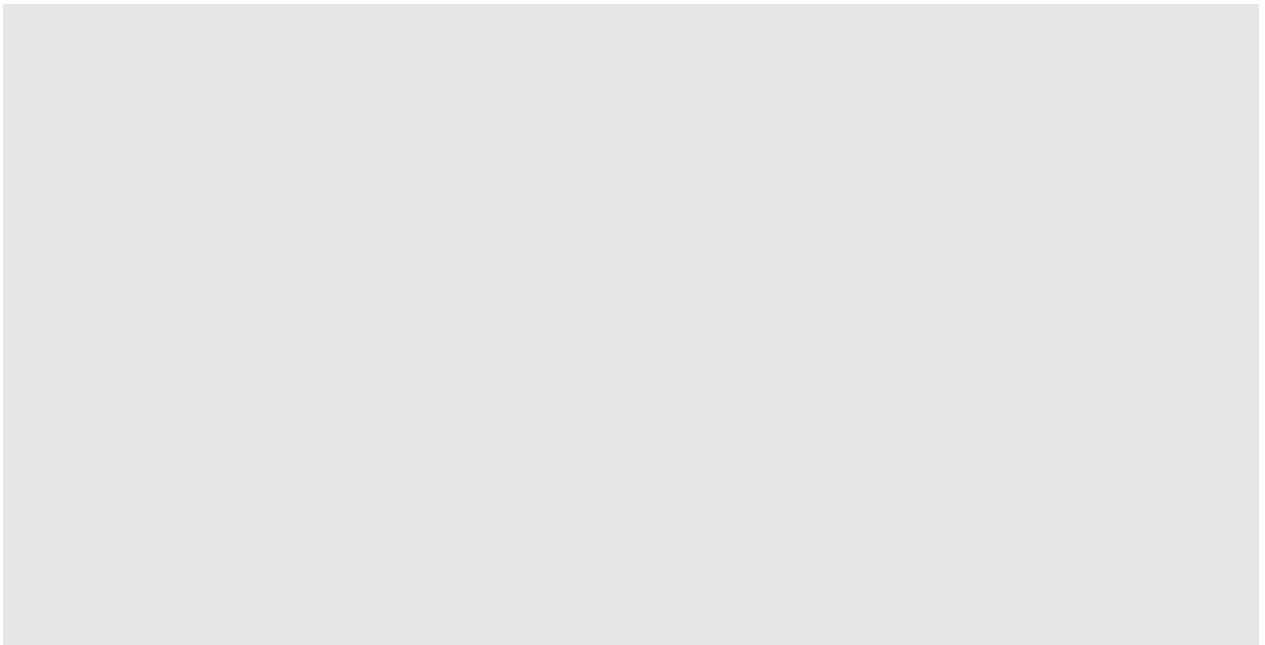
**Unwanted**



### Changes in your home life, personal relationships and health:

**Wanted**

**Unwanted**

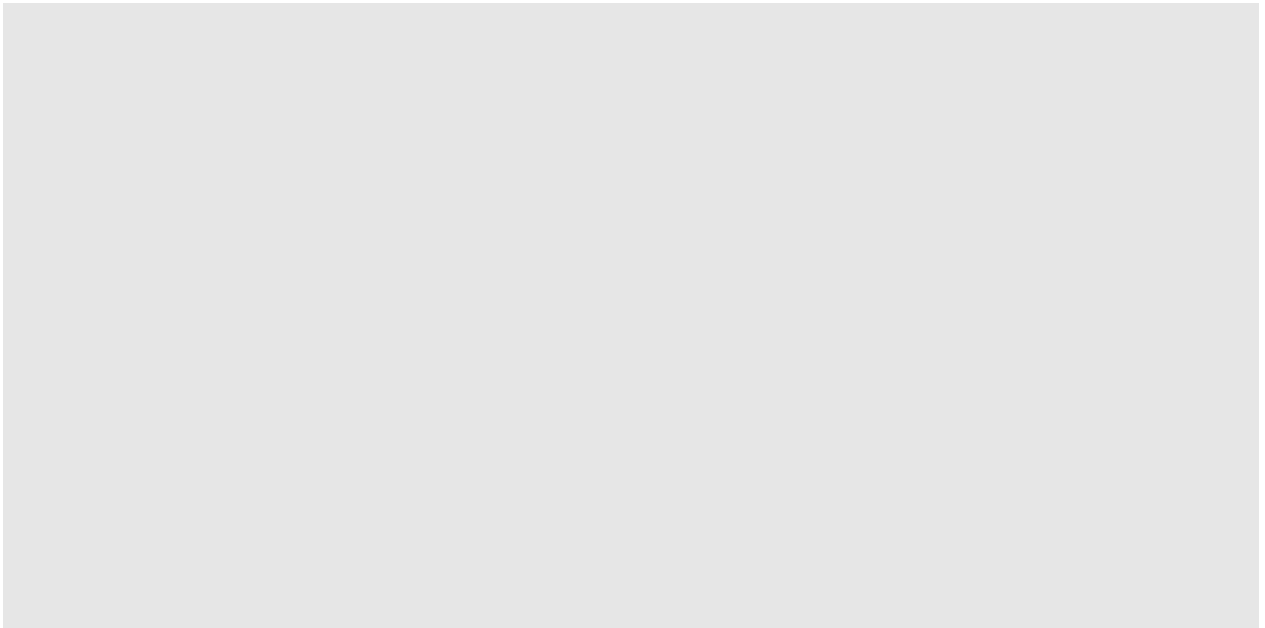




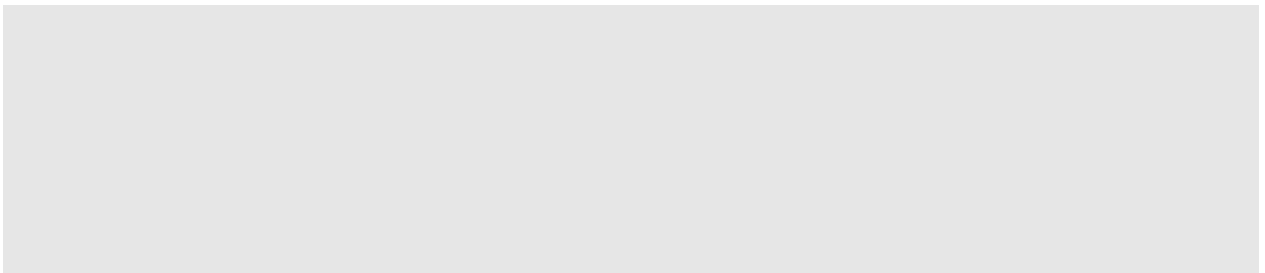
**Changes At Work:**

**Wanted**

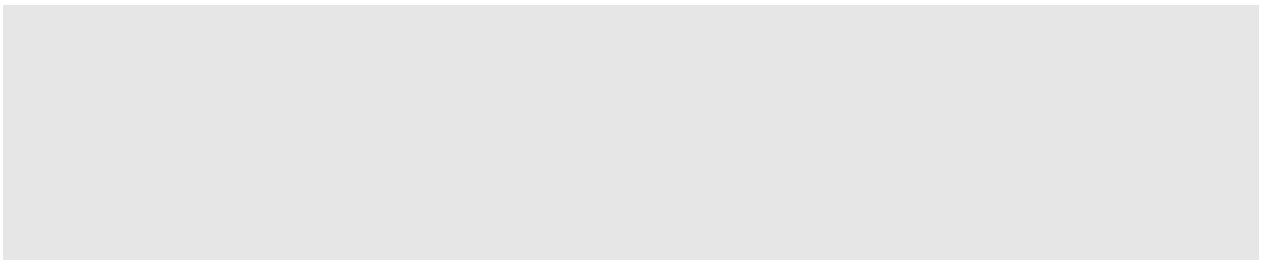
**Unwanted**



**Among all these changes which do you consider to be unexpected?  
Which took you completely by surprise?**



**What are some of the accumulating events in your life - typical day-to-day events, which make you feel angry or stressed?**



## Exercise B ~ The Holmes-Rahe Life Change Scale

The Holmes-Rahe Life Changes study first published in 1967 by Thomas Holmes and Richard Rahe in the “Journal of Psychosomatic Research”, assigns points for each life change that were incurred during the past 24 months.

If you have accumulated more than 300 points, there is an 80 percent chance that you will experience a serious change in health within the next twelve months.

If your score varies between 150 and 300 points, there is a 50 percent chance that you will experience a change in health within the next twelve months.

If your score is less than 150 points, there is only a 30 percent chance that you will experience a change in health within the next twelve months.

Why not take a few minutes now to complete **The Holmes-Rahe Life Change Scale** by searching Holmes Rahe on a search engine like Google or Yahoo.

<http://www.google.com>

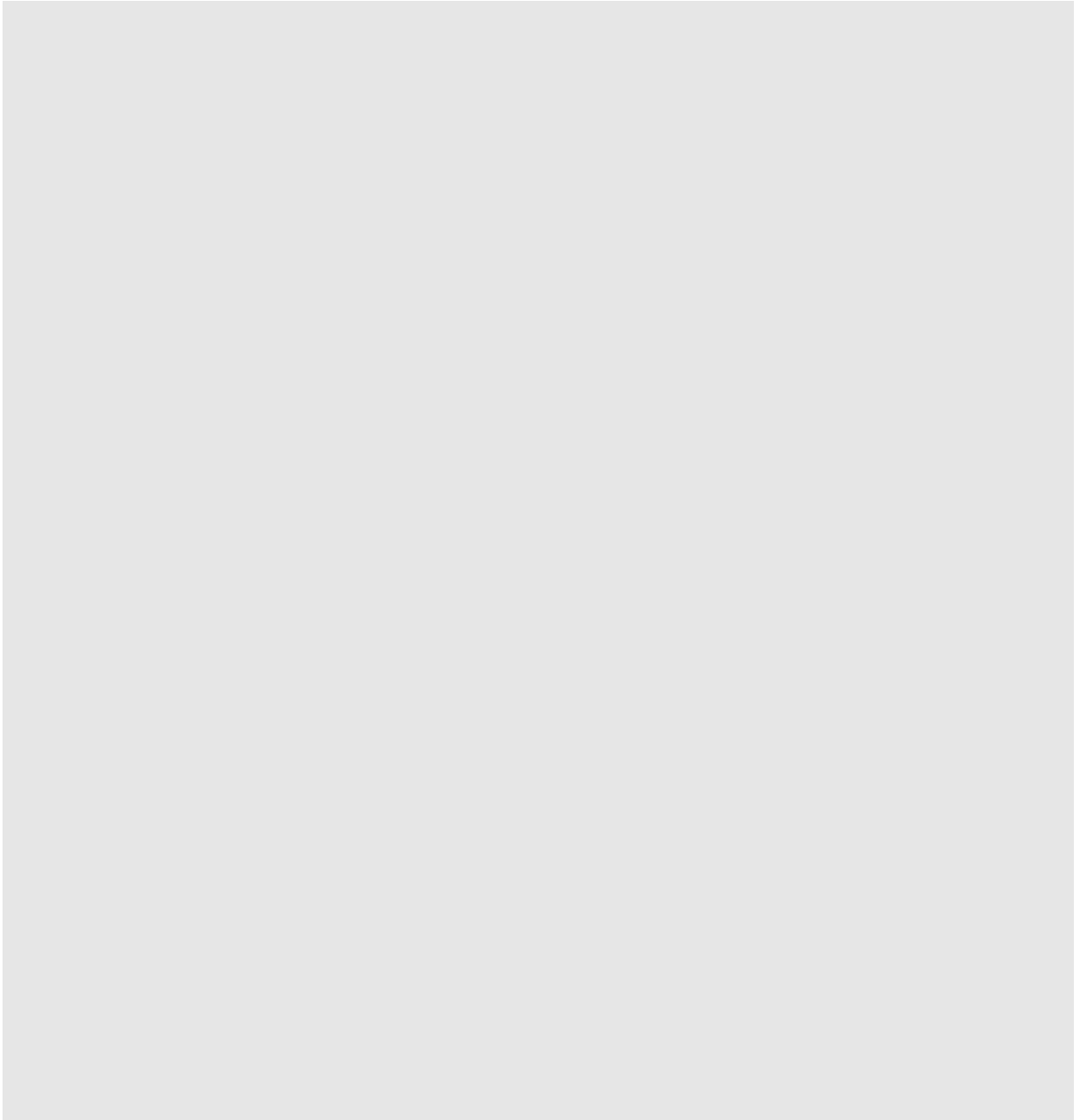
<http://www.yahoo.com>

Once you have completed the survey, enter your score in the space below:

**My Holme-Rahe Score:**

[CLICK HERE](#) to view an audio-visual presentation that covers this section.

**Notes from Section**



## Exercise C ~ Typical Stress Symptoms

Here are the lists of typical physical and behavioral stress symptoms:

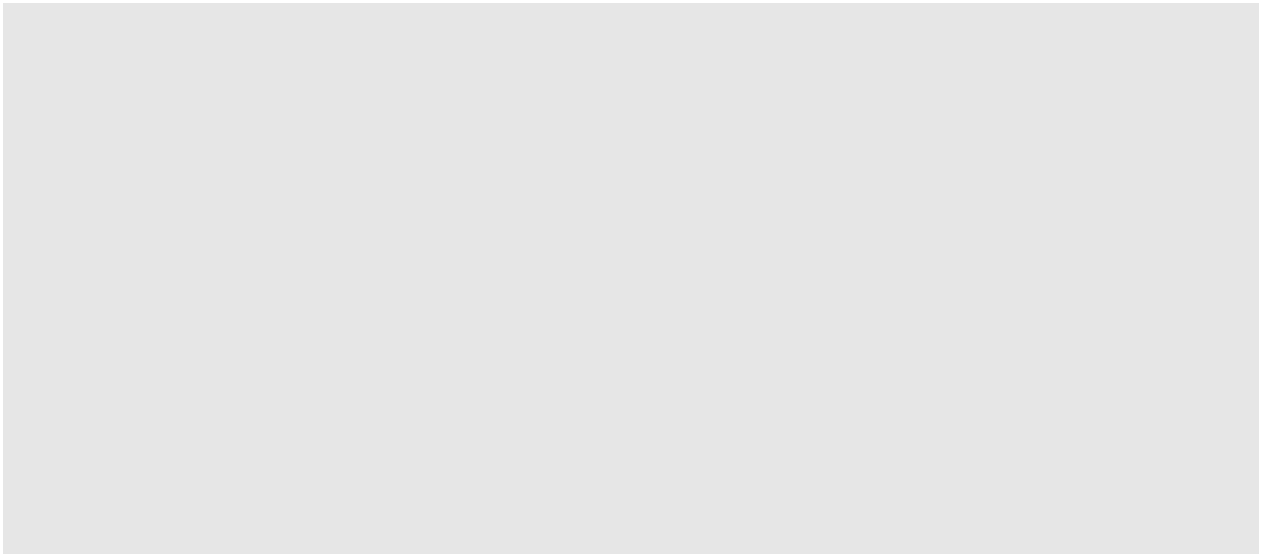
### Physical Symptoms

- Skin problems
- Constipation
- Heart attack
- Increase in cholesterol levels
- Frequent headaches
- Tiredness
- Have difficulty thinking clearly
- Poor digestion
- Low immunity to other illnesses
- Back-related problems
- Increase in perspiration
- Difficulty sleeping
- High blood pressure
- Insomnia

### Behavioral Symptoms:

- Become irritated quickly
- Unusually withdrawn
- Apathetic and lethargic
- Less organized
- Anxious
- Rigid and compulsive
- Cynical and pessimistic
- Indecisive
- Pushy
- Show undue impatience
- Overconfident
- Insensitive
- Panicky
- Reckless
- Overly worried
- Judgmental
- Suspicious

### Your Main Symptoms *(They manifest themselves frequently or very often)*



## Behaviors and Stress

Here is a great exercise which clearly shows how our behavior fluctuates, depending on our ability to manage stress.

Begin by looking at columns 3 and 4 of Exercise D. As you go down the list of characteristics listed under these two columns, you should decide which of the two characteristics describes you best. For example, are you more cautious, or are you more adventurous? Do you tend to be more trusting, or are you hard to fool?

Take a minute to **identify** the characteristic that describes you best among the ones listed in columns 3 and 4. Try to select only one tendency. If you can't, you can select both and write them in the appropriate space on the next page.

Then consider the characteristics in columns 2 and 5, and then the one which are listed in columns 1 and 6, at the side of the characteristics listed in columns 3 and 4.

If you selected cautious in column 3, the positive expression of this is that you tend to be careful in column 2 and the excessive under stress characteristic is that you tend to become immobilized in column 1. If you selected adventurous in column 4, the positive expression of this is that you act on opportunities in column 5 and the excessive under stress characteristic is that you are reckless in column 6.

Go ahead and write down in the appropriate space on the space on the next page the positive expression characteristics associated to the ones you identified from column 3 or 4 and the corresponding excessive under stress characteristics.

## Exercise D ~ Positive and Negative Expressions

1 Excessive Under Stress Stress	2 Positive Expression	3 Personal Characteristic	4 Personal Characteristic	5 Positive Expression	6 Excessive Under
Immobilized	Careful	Cautious	Adventurous Opportunities	Acting on	Reckless
Easily fooled paranoid	Forgiving	Trusting	Hard to fool	Alert and watchful	Suspicious and
Withdrawn	Thoughtful	Shy and reserved	Outgoing and sociable	Friendly	Empty socializing
Lifeless	Good follower	Wait to be told	Take charge	Good leader	Pushy and bossy
Sour and cynical	Business-like	Serious and sober	Good-natured and cheerful	Positive and happy	Silly and shallow
Frustrated	Accomplishing	Practical	Imaginative	Creative	Unrealistic
Overconfident and insensitive	Positive and confident	Self-assured	Self-doubting	Sensitive and open	Feel hopeless
Stubborn	Disciplined	Self-controlled	Casual	Easy-going	Disoriented panic

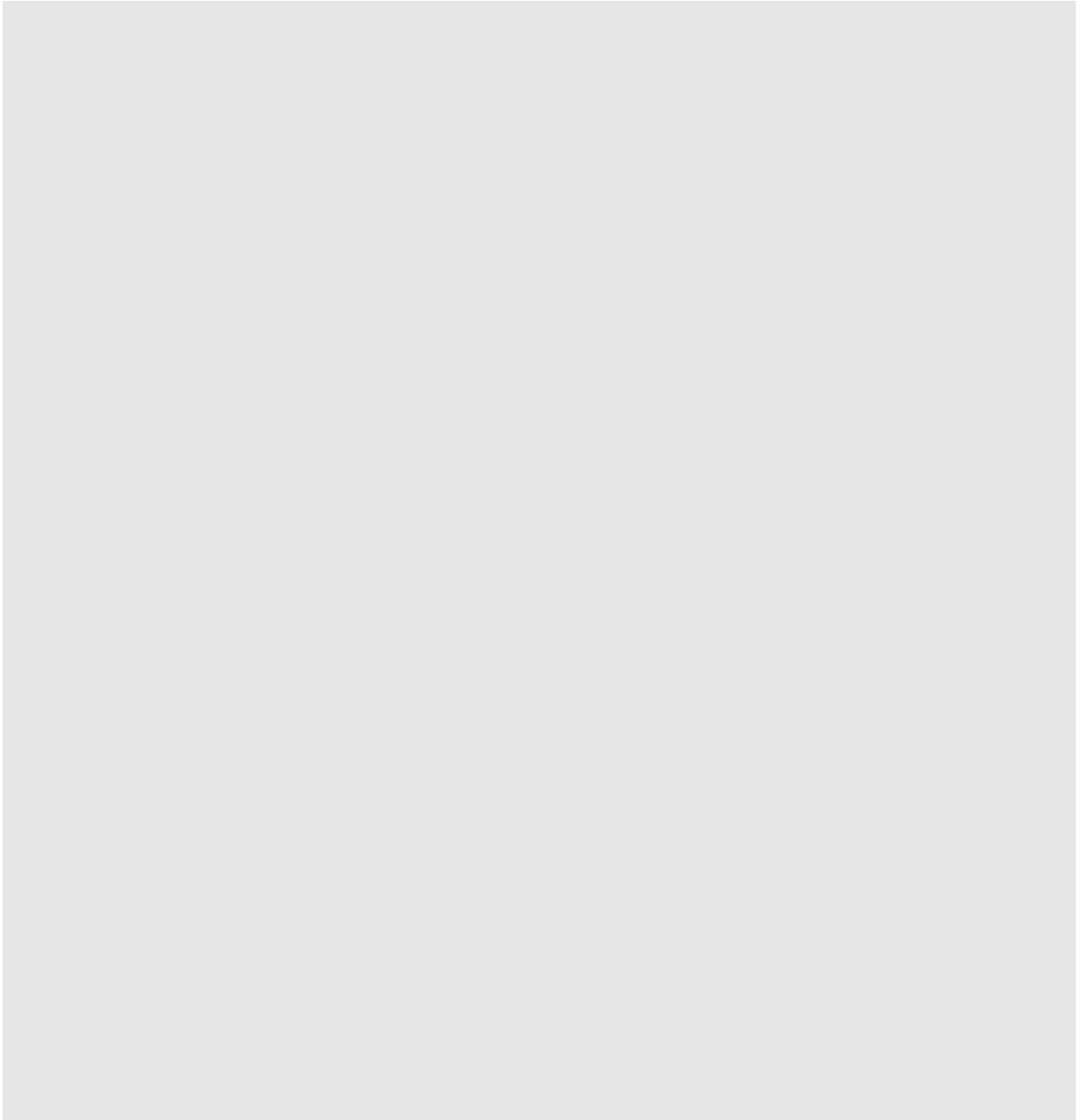
**Personal Characteristics**

**Positive Expressions**

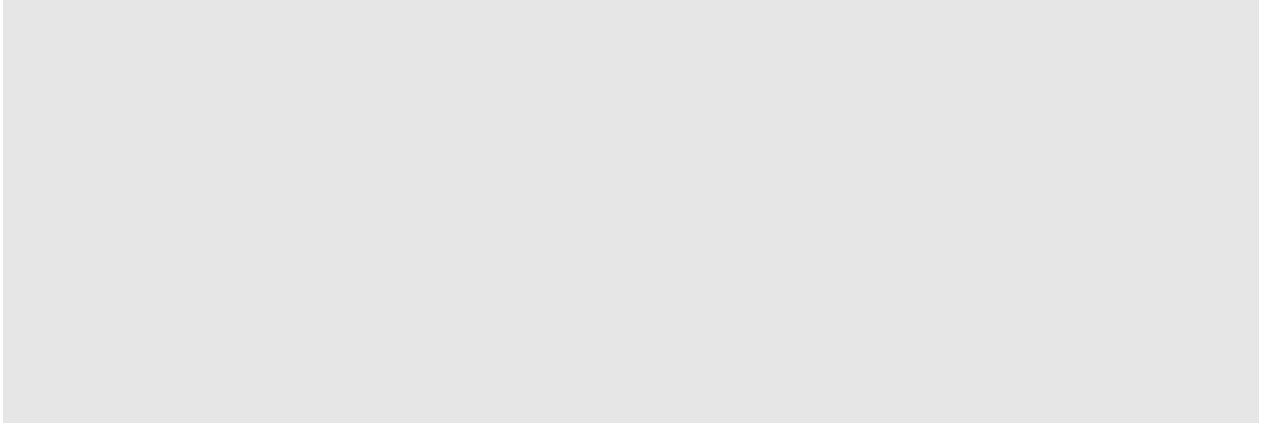
**Excessive Under Stress**

[CLICK HERE](#) to view an audio-visual presentation that covers this section.

### **Notes from Section**



## Exercise E ~ Activities which absorb my total attention



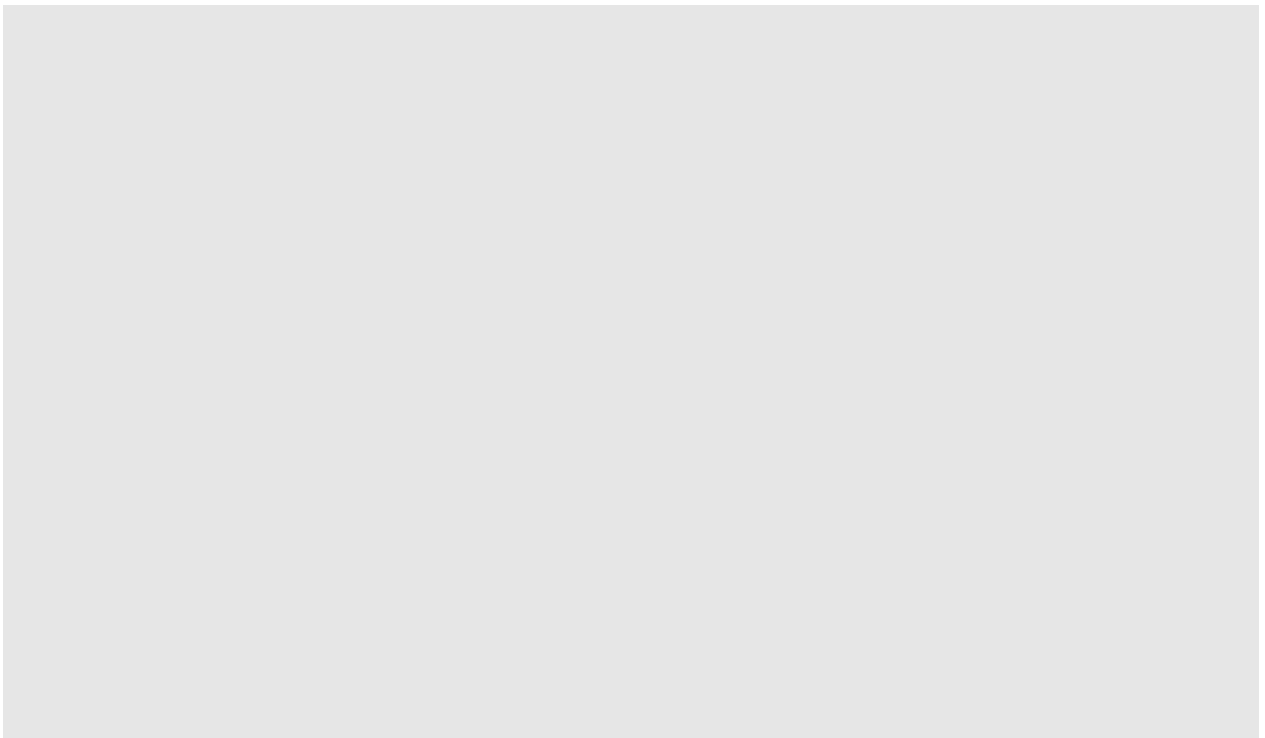
If you are having difficulty sleeping remember to also use the Managing My Life Deep Relaxation and Sleep Exercise available with this course and which you can access by:

[CLICKING HERE](#)

## Exercise F ~ My Relationships

People who make me feel good about myself, make me laugh, listen and are helpful to me, understanding and supportive. (*Spend more time with them*)

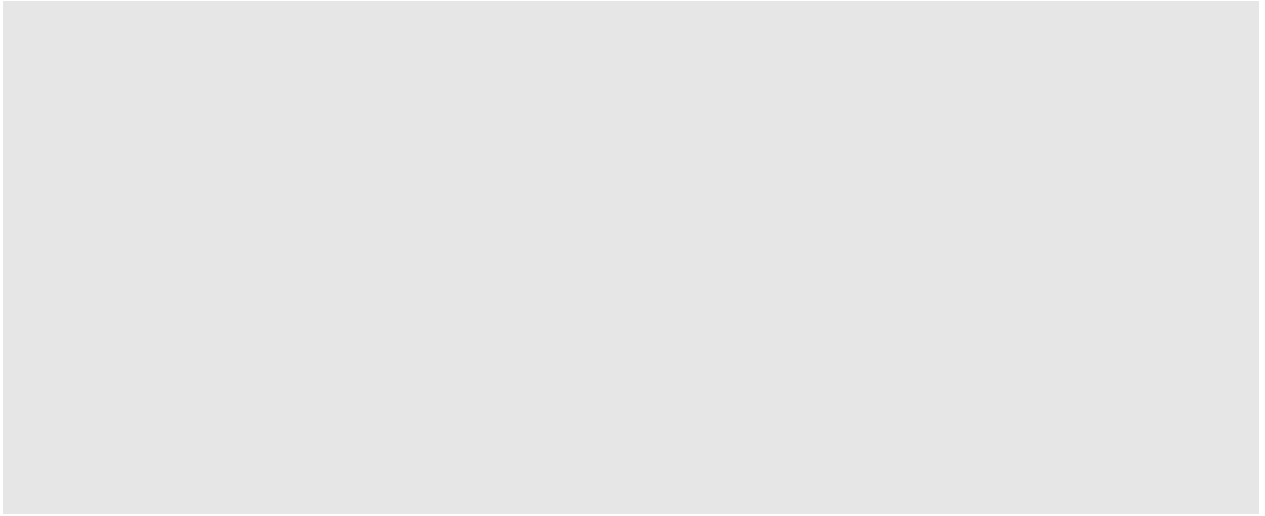
People I feel I would like to develop a better relationship with





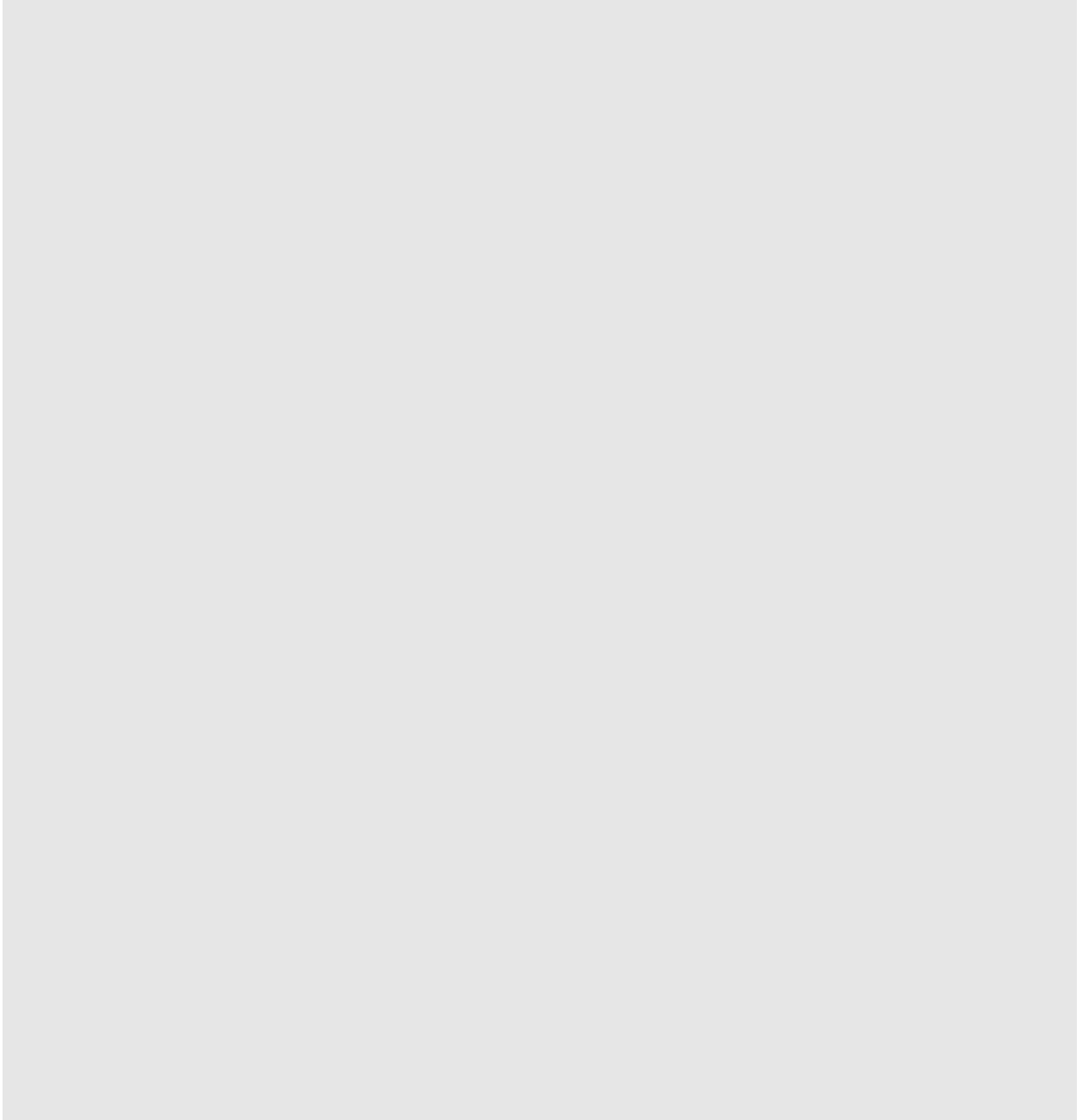
## Exercise G

**Things I can do to become more selective with what I read, listen to and view**



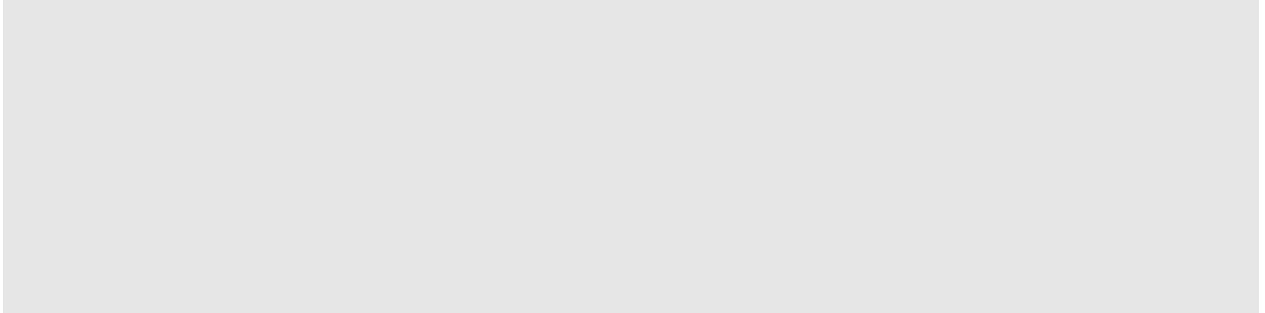
[CLICK HERE](#) to view an audio-visual presentation that covers this section.

### **Notes from Section**

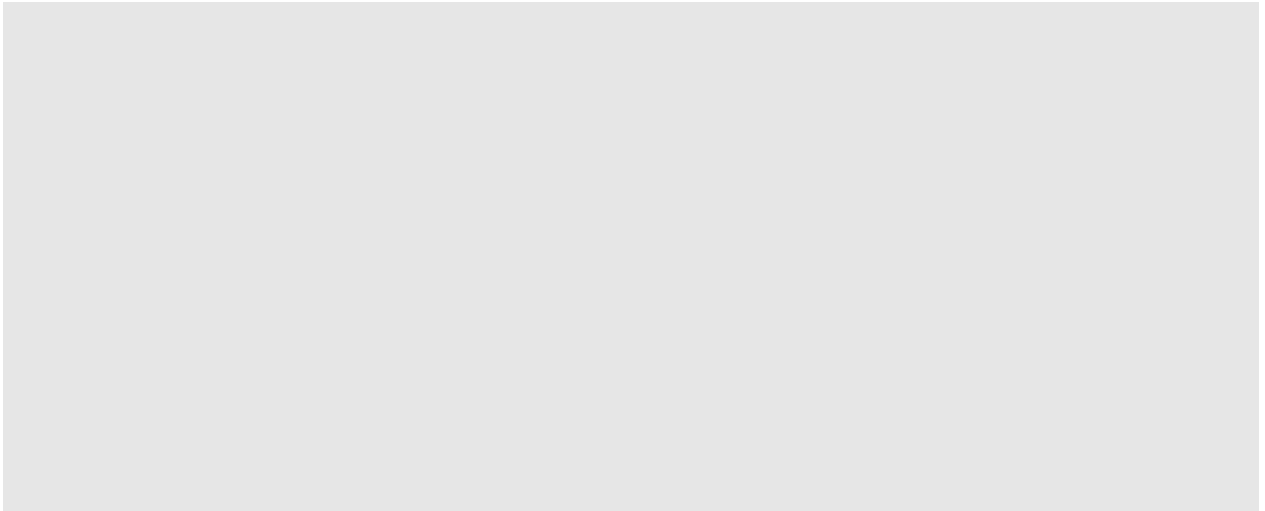


## Exercise H ~ Managing My Time

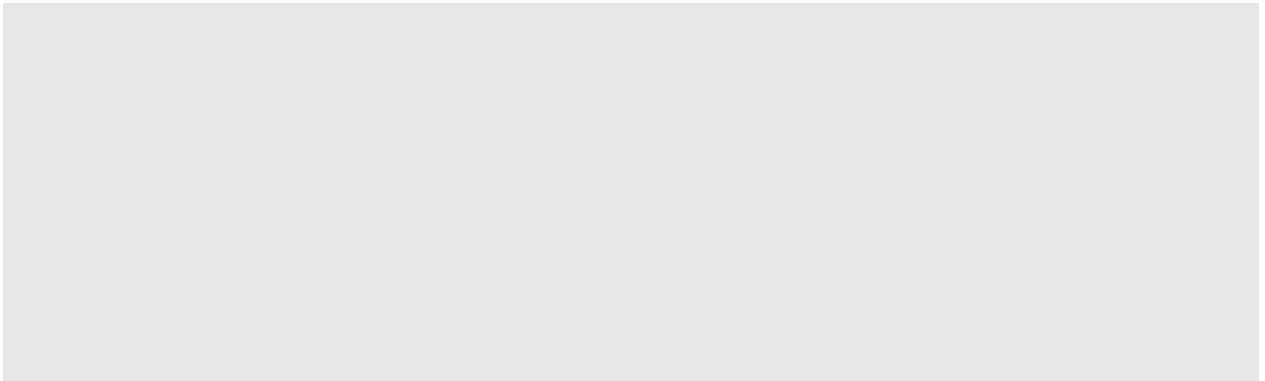
How do I waste some of my time? *Example: Talking too much on the telephone, Misplacing and looking for things, etc.*



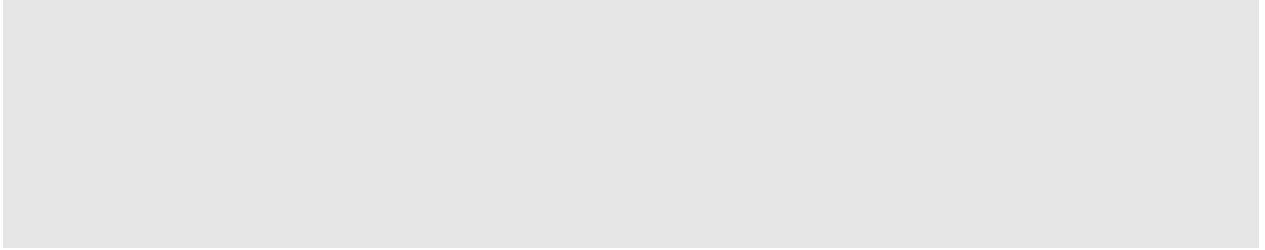
What are some of the things I am doing which I no longer really need to do at work and in my personal life? *(Tasks done out of habit/routine which are no longer necessary).*



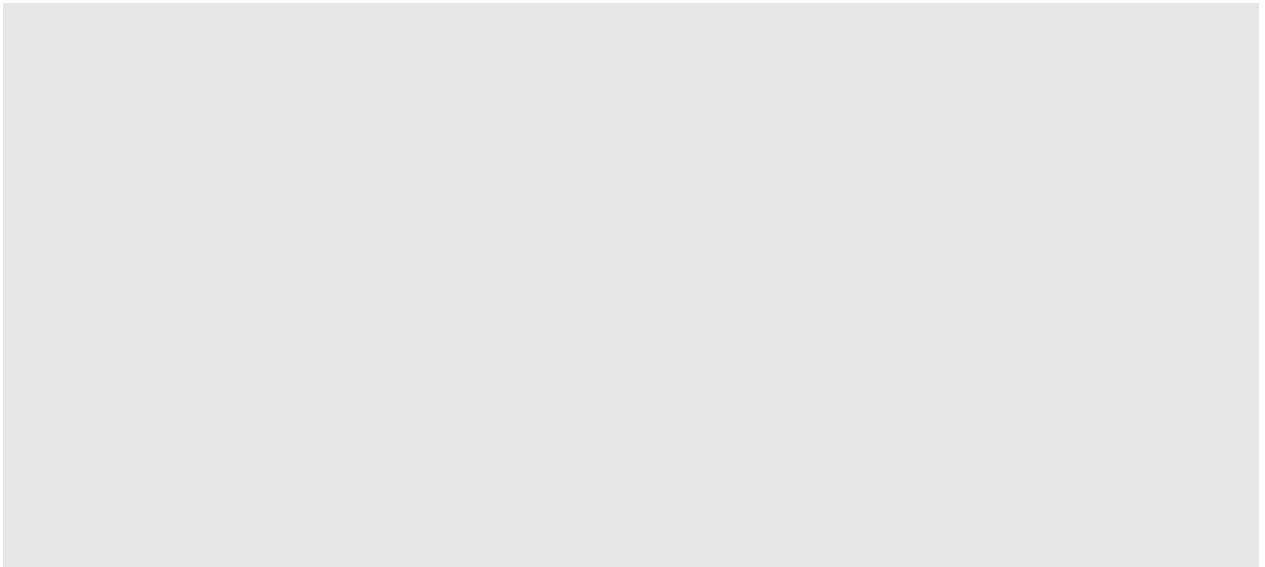
What tasks can I delegate at work and in my personal life?



Which tasks am I trying to complete perfectly when perfection is not needed?



What are my key priorities at work and in my personal life and am I spending my time handling these priorities?

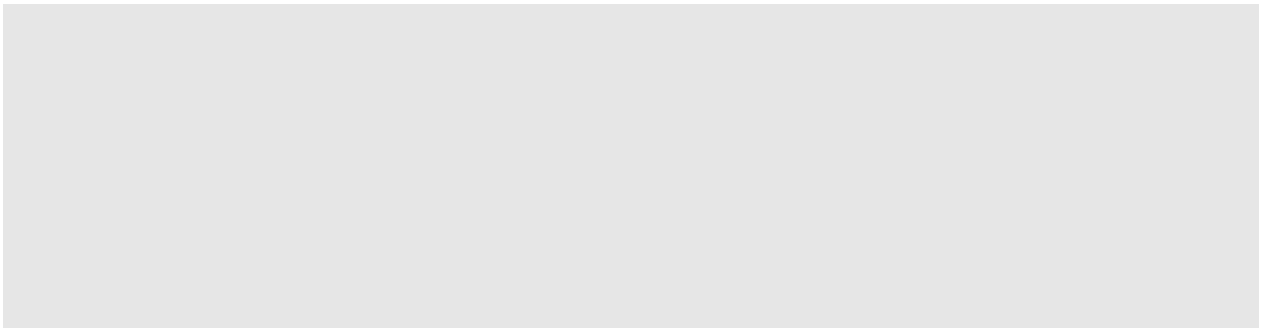


Do I have a TO DO list at the beginning of each day which ensures that I will be busy doing things which are necessary and important to me?

Yes  No

### Exercise I ~ Procrastination

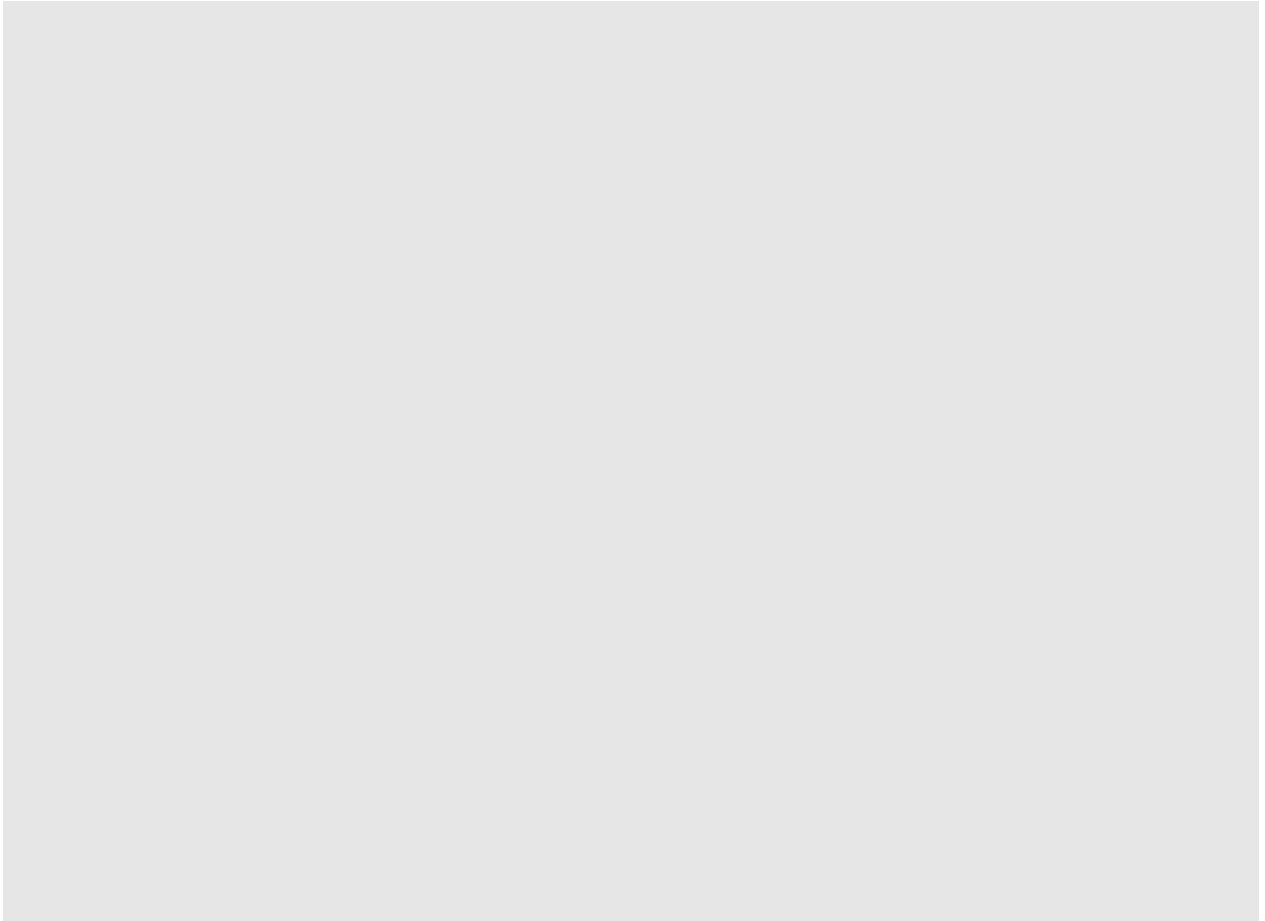
What can I do to further reduce procrastination? *(If I need to)*



## Exercise J ~ Decision-Making

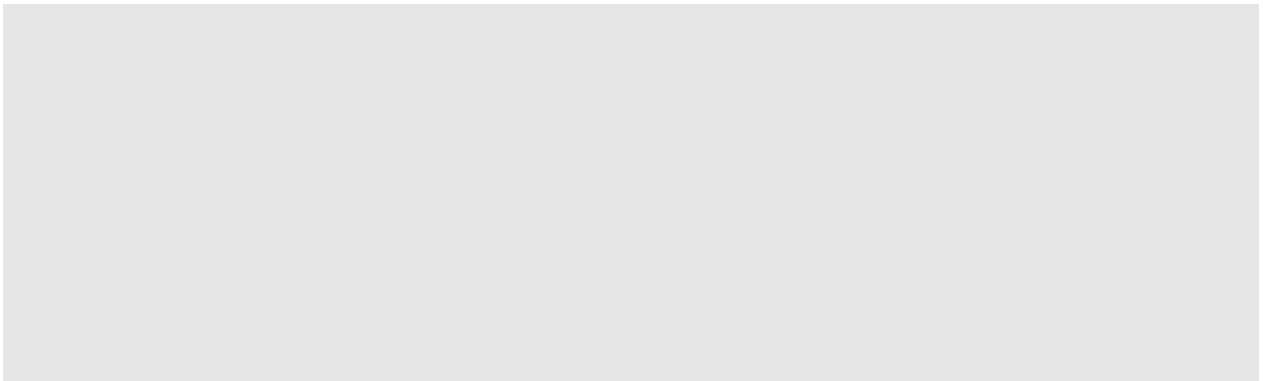
Problems which have been bothering me and which require a decision on my part:

Date of Decision



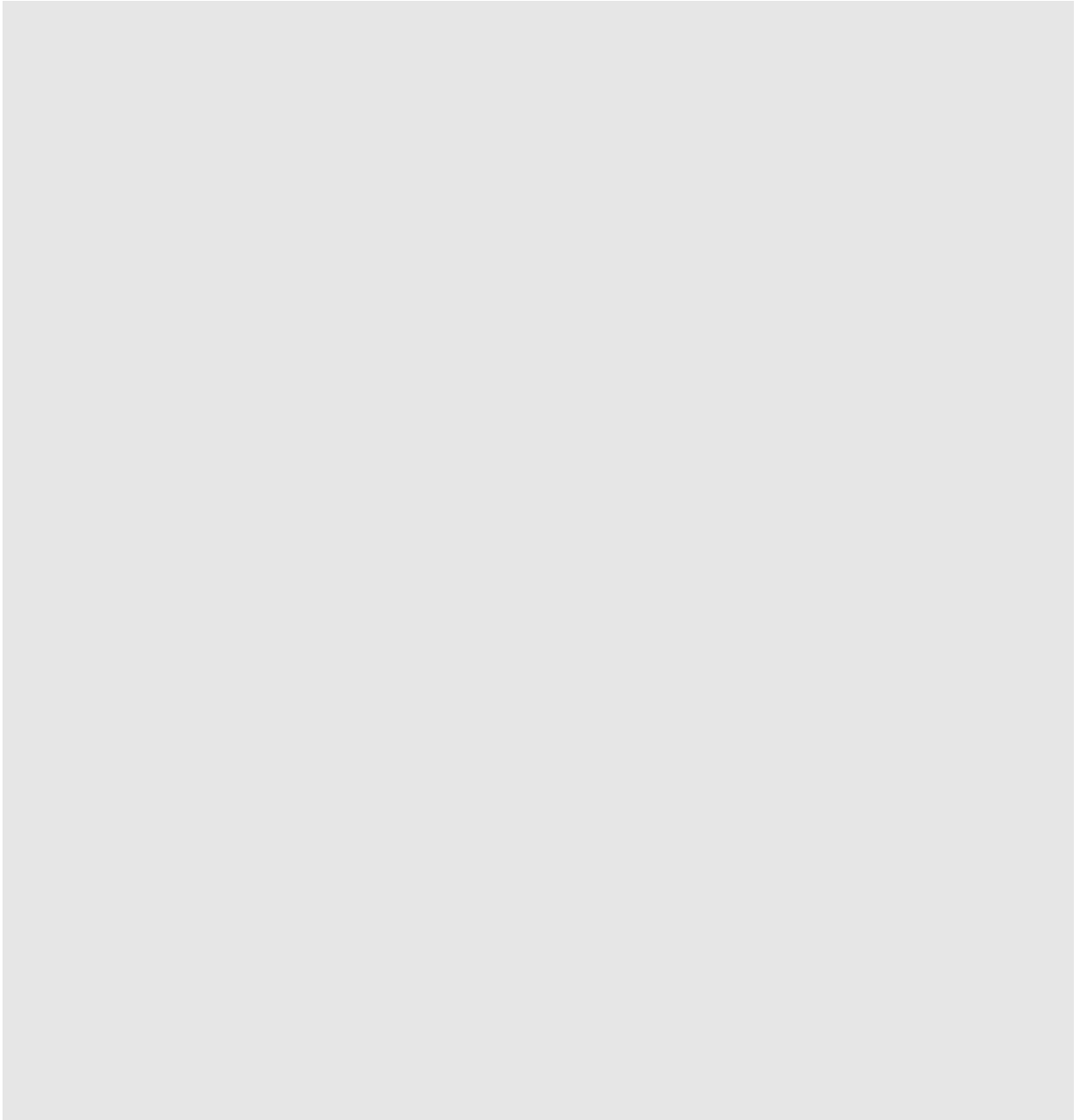
## Exercise K ~ Assertiveness

What can you do to adopt a more assertive communication style? *(If I need to)*



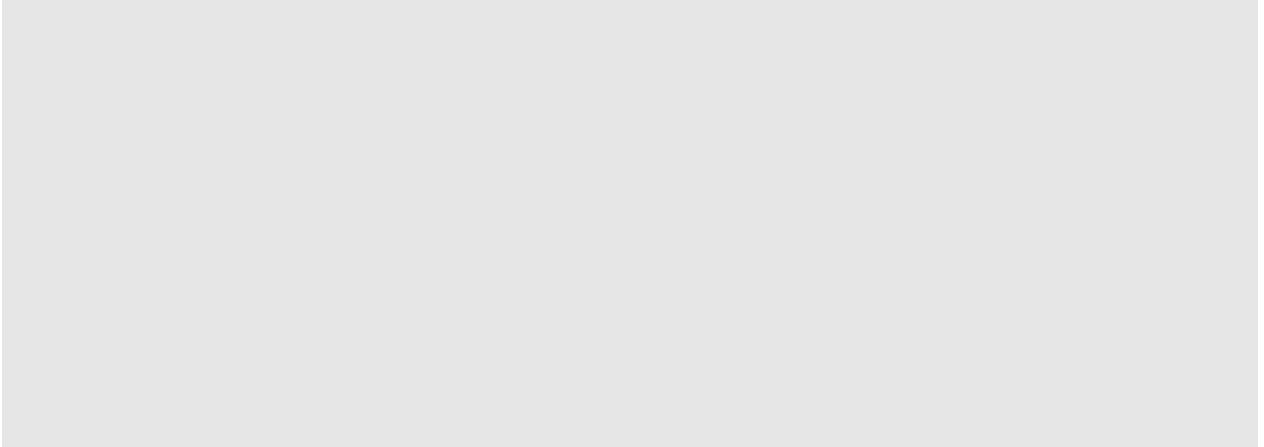
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**Notes from Section**

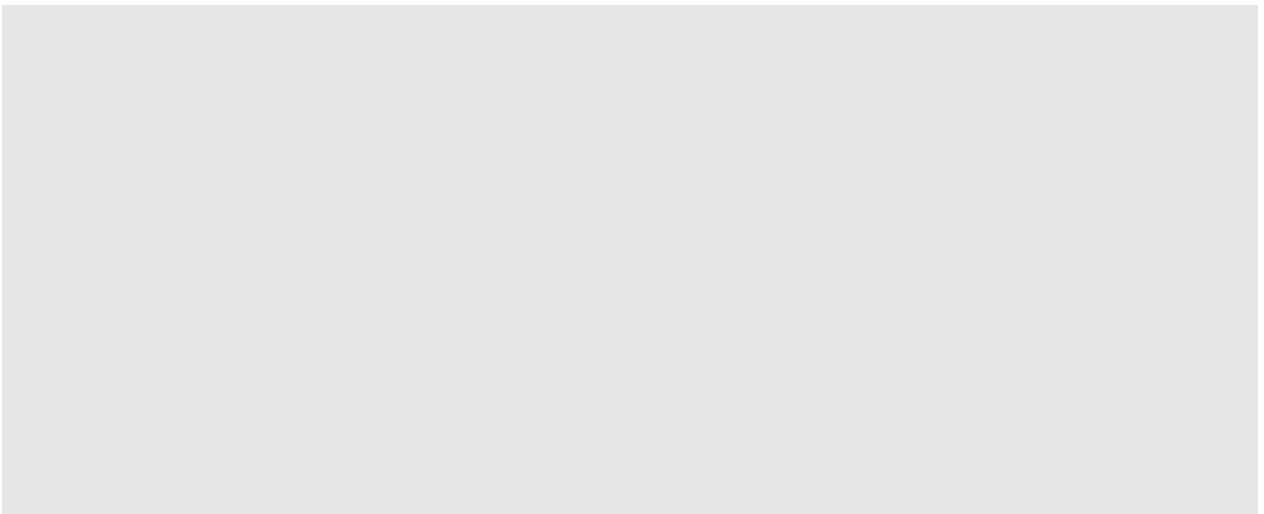


## Exercise K ~ Exercise Activities

**Exercise activities I am currently involved in:**



**New exercising activities I would like to begin:**



## Exercise L ~ Eating and Nutrition Habits

Below is a list of eating and nutrition habits. Identify below any habits you are interested in adopting.

### Healthy eating habits:

Have a complete nutritious breakfast

Avoid snacking between meals

Eat slowly and only when hungry

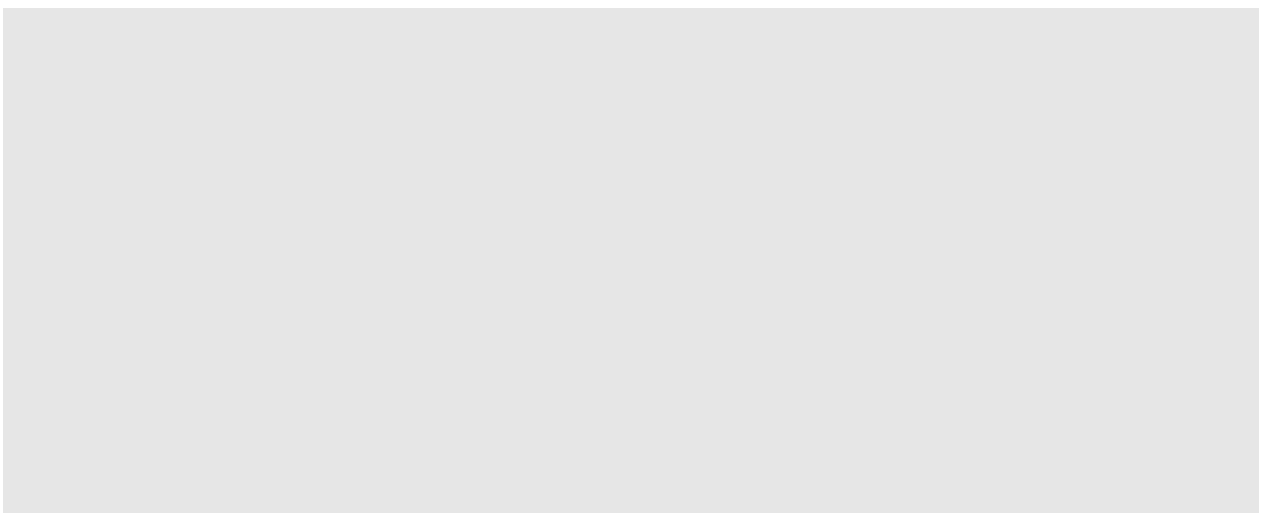
### Include in my daily diet a balanced combination of:

- Fruits and vegetables
- Proteins such as meat, eggs, cheese, beans or lentils
- Drink several glasses of water
- Whole grain breads, cereals, rice, pasta
- Milk and milk products such as yogurt and cottage cheese

### Moderate or eliminate my intake of:

- Processed sugar, pastries, confectionaries
- Caffeinated coffee and tea
- Illicit drugs
- Over-the-counter drugs
- Alcohol
- Smoking
- Salt
- Cholesterol

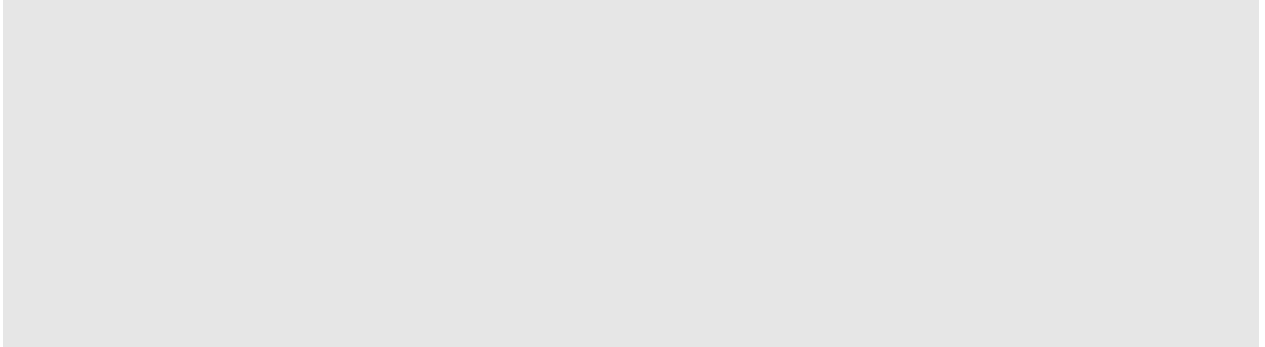
### Nutrition Habits I Am Interested in Adopting:





## Exercise M ~ Deep Relaxation

**Techniques you plan to use:**



### **Managing My Life Deep Relaxation Exercise**

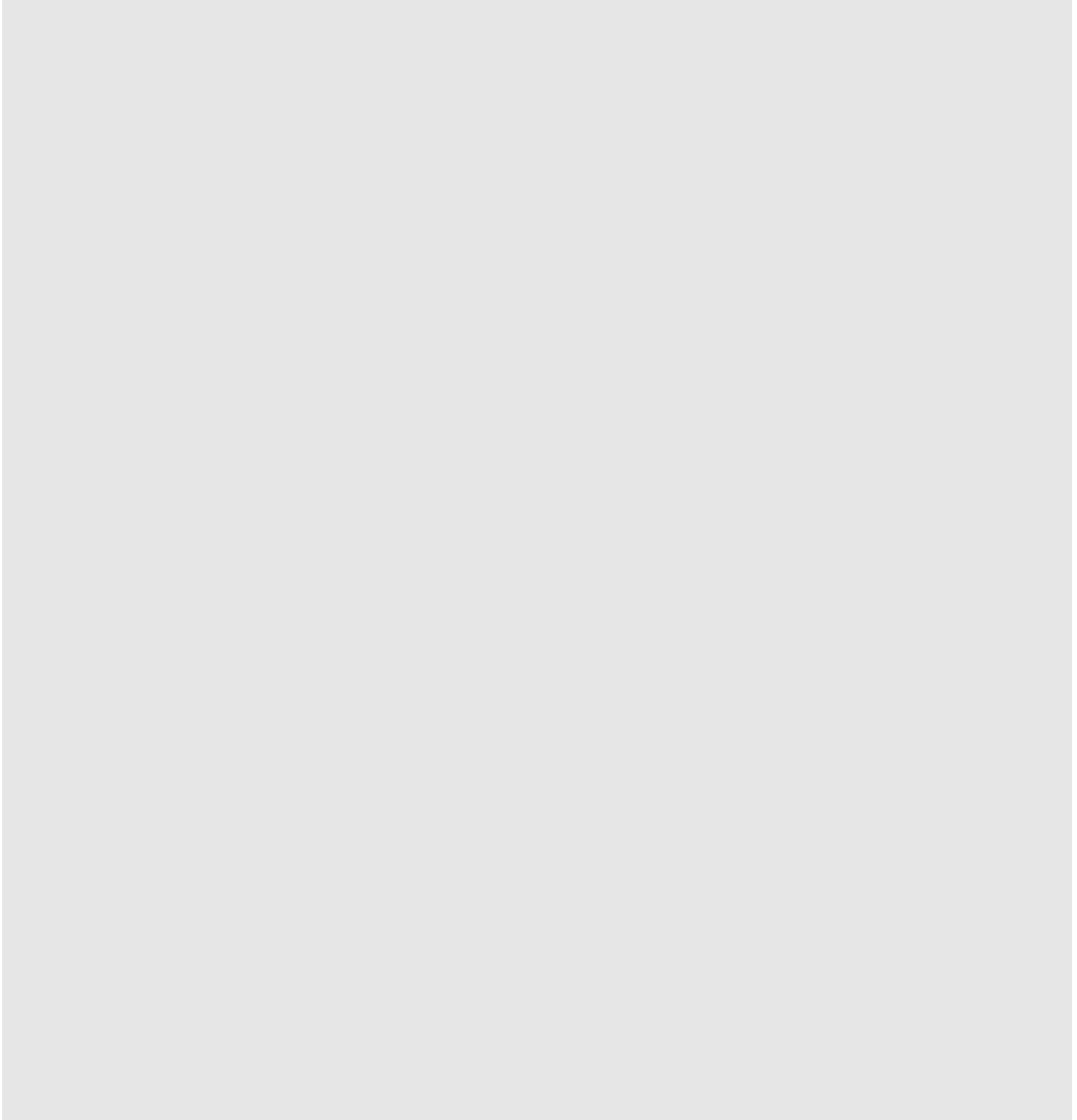
To help you feel **relax, concentrate, manage change, improve your sleep, and attract success**, we have prepared for you a guided deep relaxation exercise and a guided deep relaxation and sleep exercise, **which you can listen to regularly.**

[CLICK HERE](#) to access the Managing My Life Deep Relaxation Exercise.

[CLICK HERE](#) to access the Deep Relaxation and Sleep Exercise.

[CLICK HERE](#) to view an audio-visual presentation that covers this section.

### **Notes from Section**



## Exercise N ~ Your 30 Day Plan To Manage Stress More Effectively

Doing all that is listed on the previous pages is likely to be overwhelming. Instead I highly recommend that you begin by selecting 2 items that you will really integrate in your life for the next 30 days, in addition to 4 items that we have selected for you.

After that, you can add one new item each month.

### **Stress Management Habits for the Next 30 Days**

- 1) Every morning take 30 minutes (wake up earlier if necessary) to listen to your Deep Relaxation Exercise and partake in a relaxation response exercise. Make sure to start your day on this positive note. If you feel tense before dinner, listen again to the Deep Relaxation Exercise.
- 2) Make sure you are exercising at least 4 times a week. (Consult with your doctor if you have not been exercising recently)
- 3) Make sure that you are taking adequate time for sleep and rest. Use if you wish, your Managing My Life Deep Relaxation and Sleep Exercise available with the program to drift into sleep or to help you sleep if you are experiencing insomnia.
- 4) Develop a daily “to do” list which will keep you busy doing productive things.
- 5)
- 6)

**Other stress management habits I would like to integrate at a later time:**

**GOLEAD**  
and  
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**Support provided to help this organization achieve its mission is always highly appreciated.**

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**Managing My Life Institute**  
Is happy to collaborate with a *True Leader in the Global  
Agricultural Research and Innovation Community:*  
**AARINENA**  
**Association of Agricultural Research  
in the Near East and North Africa**

**To provide this series of courses on  
“Leading by Managing My Life.”**

**AARINENA’S Objectives Are To:**

- Foster the development of agricultural research in the Near East and North Africa Region;
- Promote the exchange of agricultural scientific and technical experience and information;
- Strengthen national agricultural research capacities for providing timely and necessary data and information to policy-makers;
- Encourage the establishment of appropriate cooperative research and training programs in accordance with identified regional, bilateral or national needs and priorities;
- Advise members on issues pertinent to research organization and management;
- Strengthen cross-linkages between national, regional and international research centers and organizations, including universities, through jointly planned research and training and collective projects; and
- Assist in the mobilization of financial and other forms of support to all efforts aiming at strengthening agricultural research and technology development in the Region.

**For more information and to find out about a possible involvement  
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In addition, G.O.L.E.A.D. offers this series of six **Leading by Managing My Life Courses** to Not for Profit organizations and their sponsors at a small one-time set-up fee. The courses will be personalized with a promotional page specific to each organization and with links to their websites. In this way, the benefitting organizations can offer the courses to their staff members and network of contacts, and can also present them to their donors to promote their activities and mobilize further resources.

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## **WHAT IS NEXT?**

### **Certificate in Leadership Abilities:**

When you have completed 4 or more of these courses, you can test your knowledge in order to receive a Certificate in Leadership Abilities which can help you advance in your career. For more information: [CLICK HERE](#)

### **Please Remember:**

**If you feel that you have benefitted from one or more of these FREE courses you can pay them forward by doing one or more of the following:**

- E-mailing the courses to friends, colleagues at work and relatives who could also benefit from them.
- Start doing or continue doing some volunteer work on a regular basis.
- Support the not for profit organization recommended [HERE](#).

## About The Author

### George Beshara, B.Com.

George Beshara is a McGill University business graduate and is the author of the Leading by Managing My Life series of courses. He has been involved in training, business coaching and publishing since 1983. His courses and training programs have been used by tens of thousands of individuals in some of the largest corporations in North America. For more information about his background and experience please [CLICK HERE](#)

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*The Stepping-Up Approach to Leadership*

*LEADING BY*  
**MANAGING MY LIFE:  
MANAGING MY TIME**

**By George Beshara**  
*Author of "Experiencing The Winning Edge"*



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Program updated March 2017

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# *Leading by* Managing My Life: Managing My Time

## Table of Contents

### Relationship Between Leadership and Effective Time Management

#### Module One: Understanding The Dynamics of Time

- Introduction
- Benefits of Managing our time Effectively
- Key Skills To Manage Our Time Effectively
- Four Areas To Improve
- How We Waste Our Time

#### Module Two: Techniques To Manage Our Time Effectively

##### **Goal-Setting**

- Setting and Prioritizing Your Goals
- Breaking Goals Into Action Plans

##### **Getting Organized**

- Our Agenda
- Our Desk
- Our Correspondence
- Our Office
- Our Filing System

##### **Managing My Interactions With Others**

- Delegation
- Meetings
- The Telephone
- Ensuring The Cooperation And Help Of Others

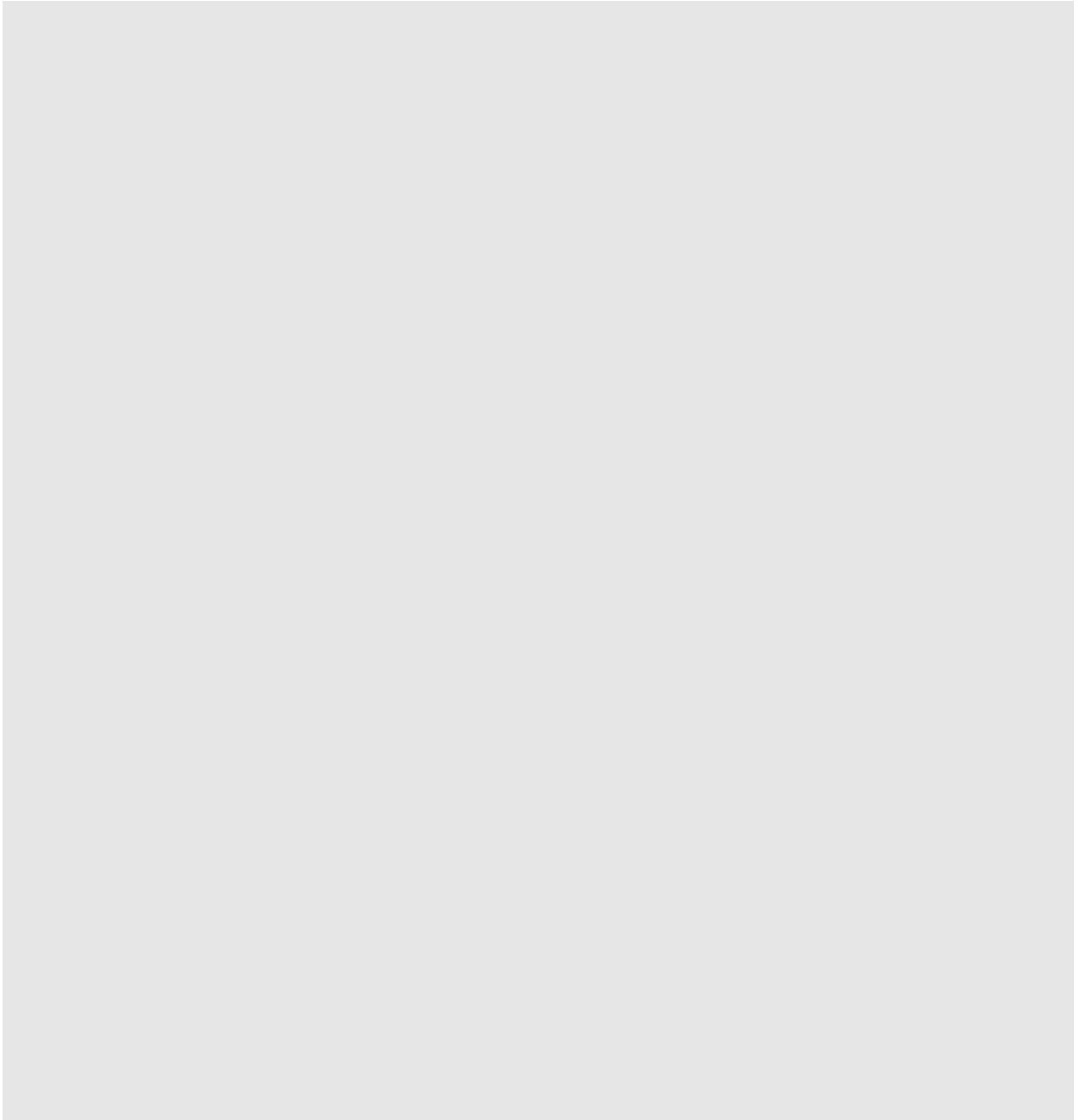
##### **Minimizing Time Wastage**

- Minimizing Interruptions
- Procrastination
- The Pareto Principle
- Our Ability To Concentrate



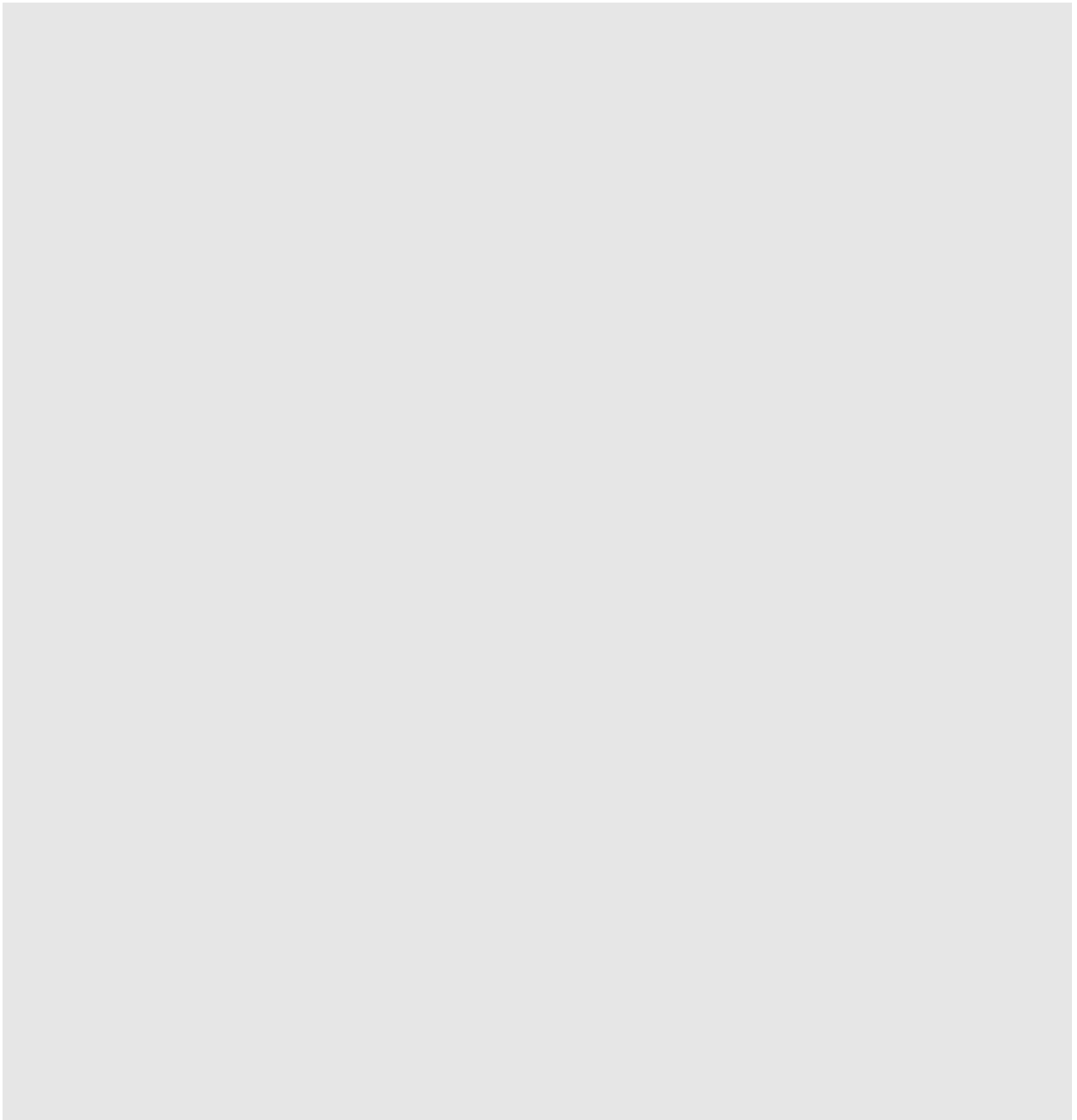
[CLICK HERE](#) to view an audio-visual presentation that covers this section.

### **Notes from Section**



[CLICK HERE](#) to view an audio-visual presentation that covers this section.

**Notes from Section**



## Module One - Understanding The Dynamics of Time

### Exercise A ~ Your Time Managing Skills

#### List of Skills

Methodical/Systematic	Organized
Focused on goals and priorities	Able to concentrate on each task
Assertive	Good listener
Communicative	Good planning skills
Good decision-maker	Good people skills
Determined/Persistent	Energetic
Logical	Dependable
Patient	Self-starter
Good scheduling skills	Ability to concentrate

#### Time Managing Skills I Already Excel At

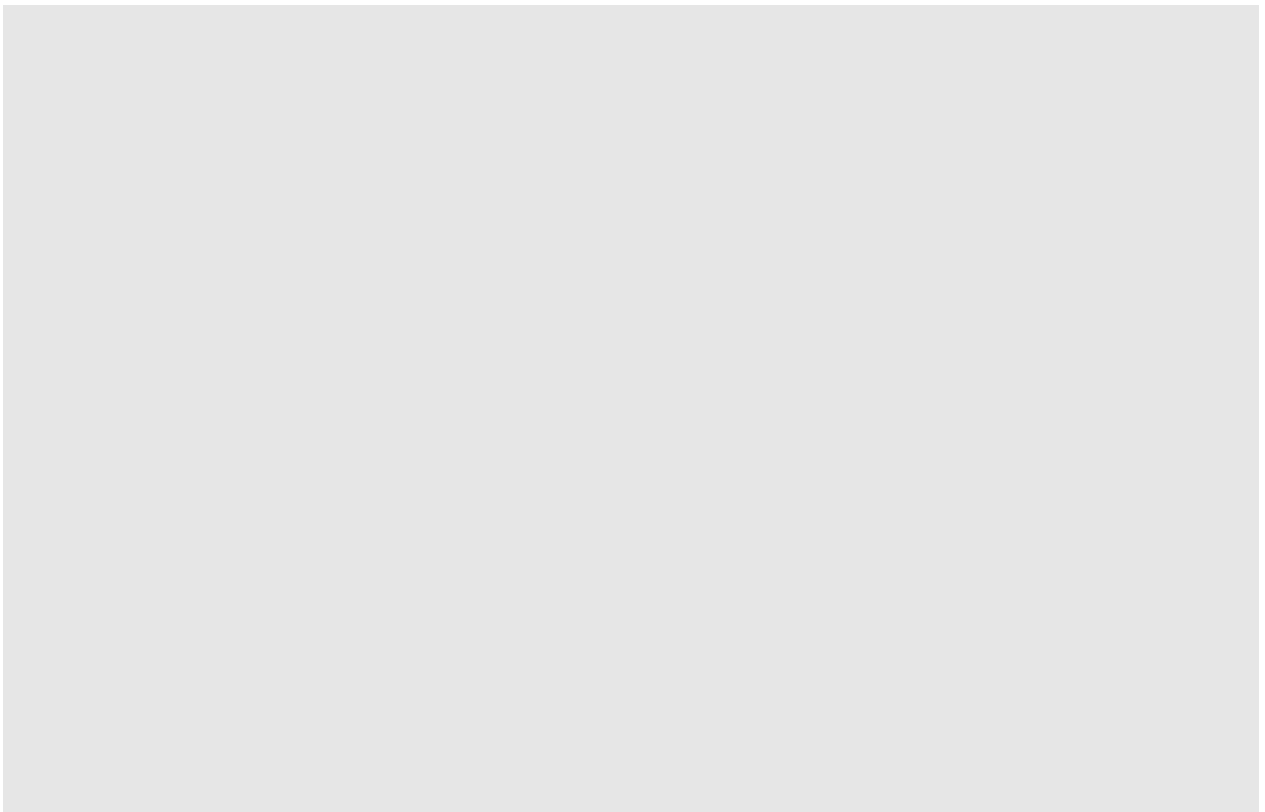
#### Time Managing Skills I Do Need To Improve

Identify in sections 1 and 2 of your **Personal Profile** at the end of your workbook, up to 5 time management skills that you already excel at and up to 5 time management skills that you feel you need to improve.

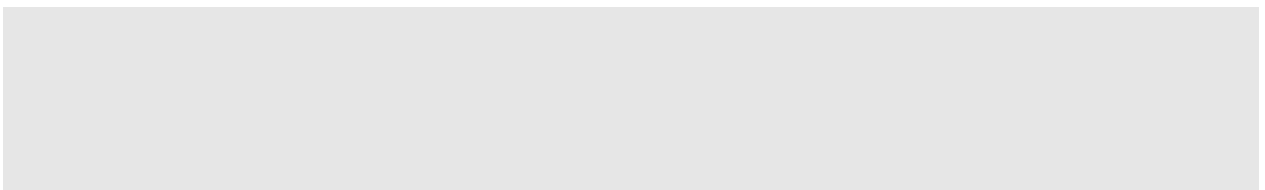
## Exercise B ~ Our Time — Where does it go?

**At Work:** To help you complete this exercise, review your job description, your daily calendar, and the suggestions list which is available on page 12 of your workbook.

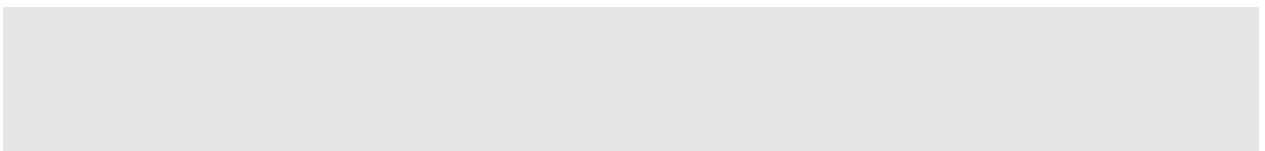
Indicate here you main 15 work activities and the time you spend approximately on each activity every month



From among those activities which are the ones that you enjoy doing most?

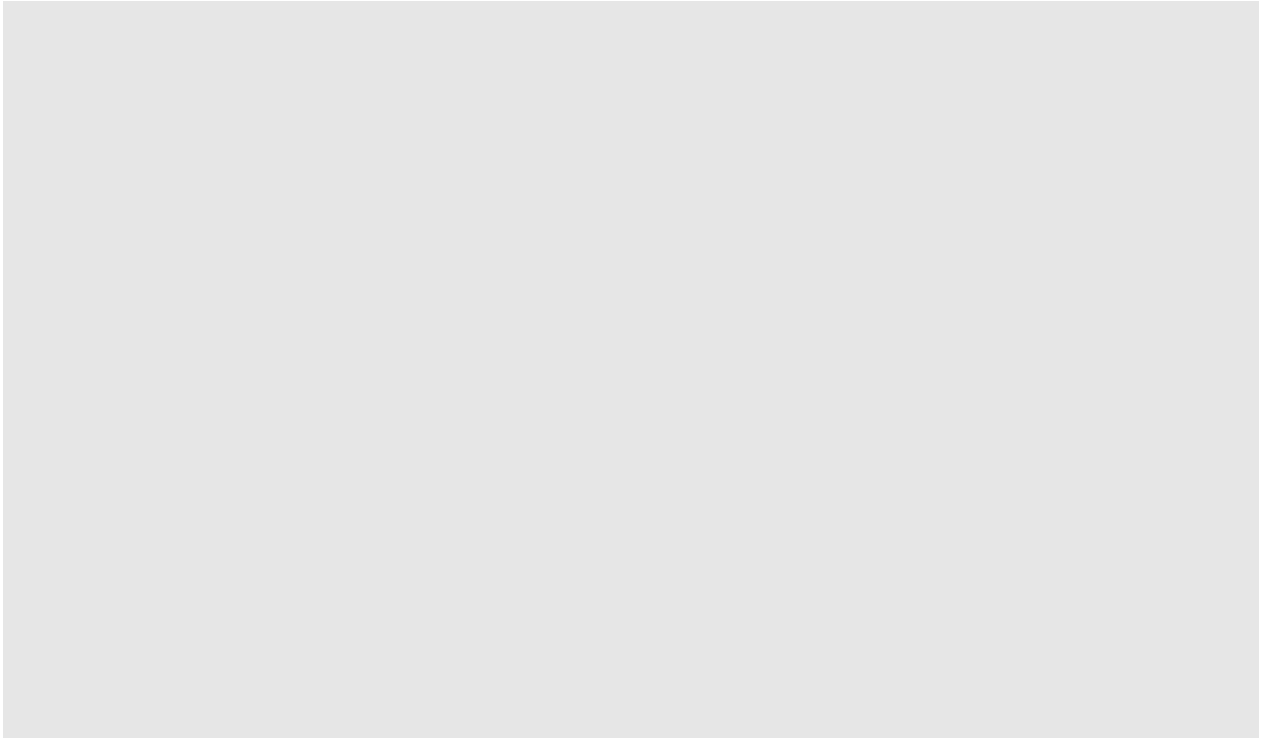


From among those activities which are the ones you enjoy doing least?

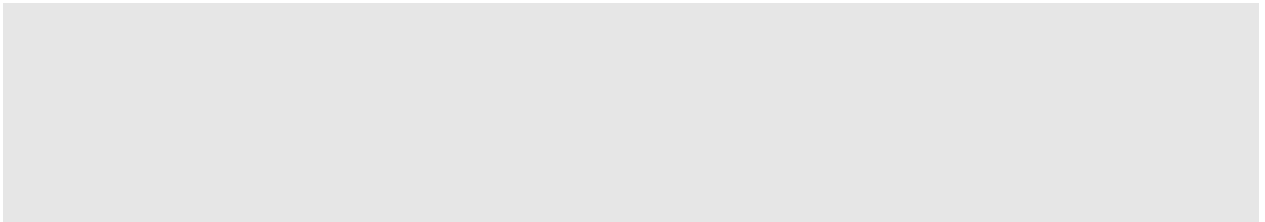


**In Your Personal Life:** To help you complete this exercise, review your daily calendar, and the suggestions list which is available on the next page of your workbook.

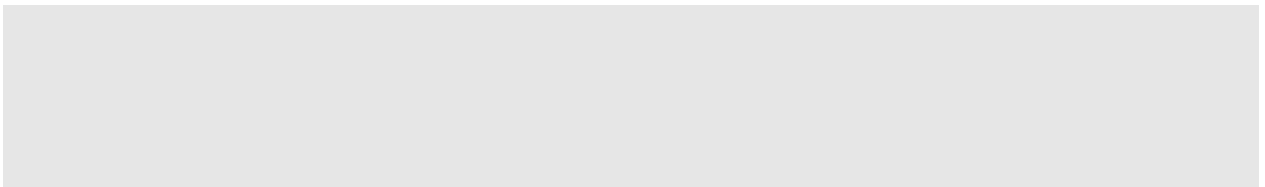
Indicate here you main 15 outside of work activities and the time you spend approximately on each activity every month



From among those activities which are the five that you enjoy doing most?



From among those activities which are the ones you enjoy doing least?



Identify in sections 3 and 4 of your **Personal Profile** 5 or more of your most time consuming responsibilities at work and the 5 of most time consuming activities in your personal life



## Example Responsibilities

### Work Responsibilities

- Make telephone calls
- Filing
- Paperwork
- Researching
- Organizing my time
- Department meetings
- Meetings with clients
- Prospecting for new clients
- Responding to e-mails
- Writing memos
- Trouble-shooting
- Planning work
- Budgeting
- Writing reports
- Internet research
- Follow-up with existing clients
- Compiling information for reports
- Supervising others
- Monitoring others' jobs
- Training others
- Preparing presentations
- Making presentations
- Typing letters
- Dictating letters
- Learning new software
- Ordering supplies
- Taking inventory
- Scheduling work
- Handling complaints

### Responsibilities and Activities In Your Personal Life

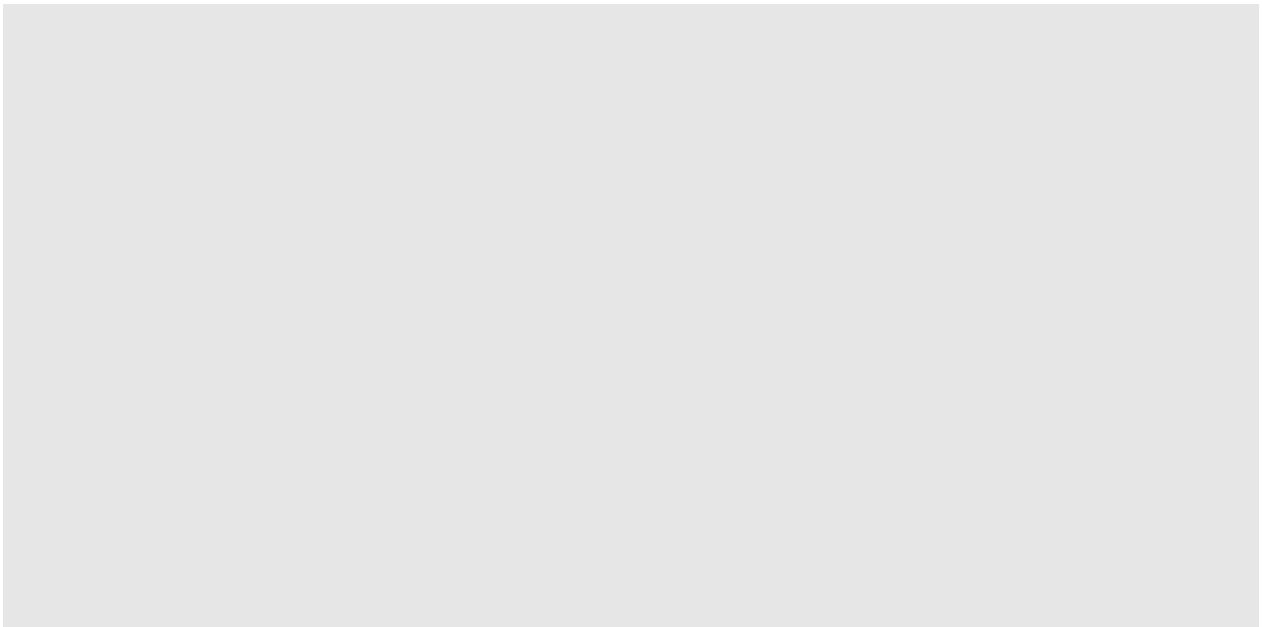
- Travelling to work
- Preparing meals
- Personal hobbies
- Spending time with children
- Grocery shopping
- Laundry
- Visits with friends
- Completing course of study
- Personal hygiene
- Sports
- Television
- Movies
- Going out to dinner
- Weekend getaways
- Driving children to school
- Sleeping
- Feeding children
- Visiting relatives
- Visiting friends
- Cultural events

## Exercise C ~ Our Time — How do we waste it?

### Example List of Time Wasters:

- Lack clear goals and objectives
- I don't plan sufficiently
- Reluctant to delegate responsibility
- Lack priorities
- Difficulty concentrating
- Lunches are too long
- Try to do too much at once
- Have a hard time saying no
- Underestimate time requirements
- Unchallenged/bored by my work
- Don't receive enough feedback
- Too many telephone interruptions
- Others' mistakes need to be corrected
- Too much time training new staff
- Others don't keep their appointments
- Others I need to contact are unavailable
- Too much red tape
- Given responsibility without authority
- Watch too much TV
- Tend to procrastinate
- Make mistakes that need to be corrected
- Lack self-discipline
- Spend too much time socializing
- Too many coffee breaks
- Too much time on pet projects
- Talking too much
- Being overly optimistic
- Don't listen carefully enough
- Make decisions which are not thought through
- Decisions are often postponed by others
- Unnecessary or too lengthy meetings
- Too many visitors/interruptions
- Too much time supervising staff
- Others arrive late for appointments
- Too much junk mail/e-mail
- Not given enough information to complete job
- Too much of an open door policy
- Spend too much time on the Internet

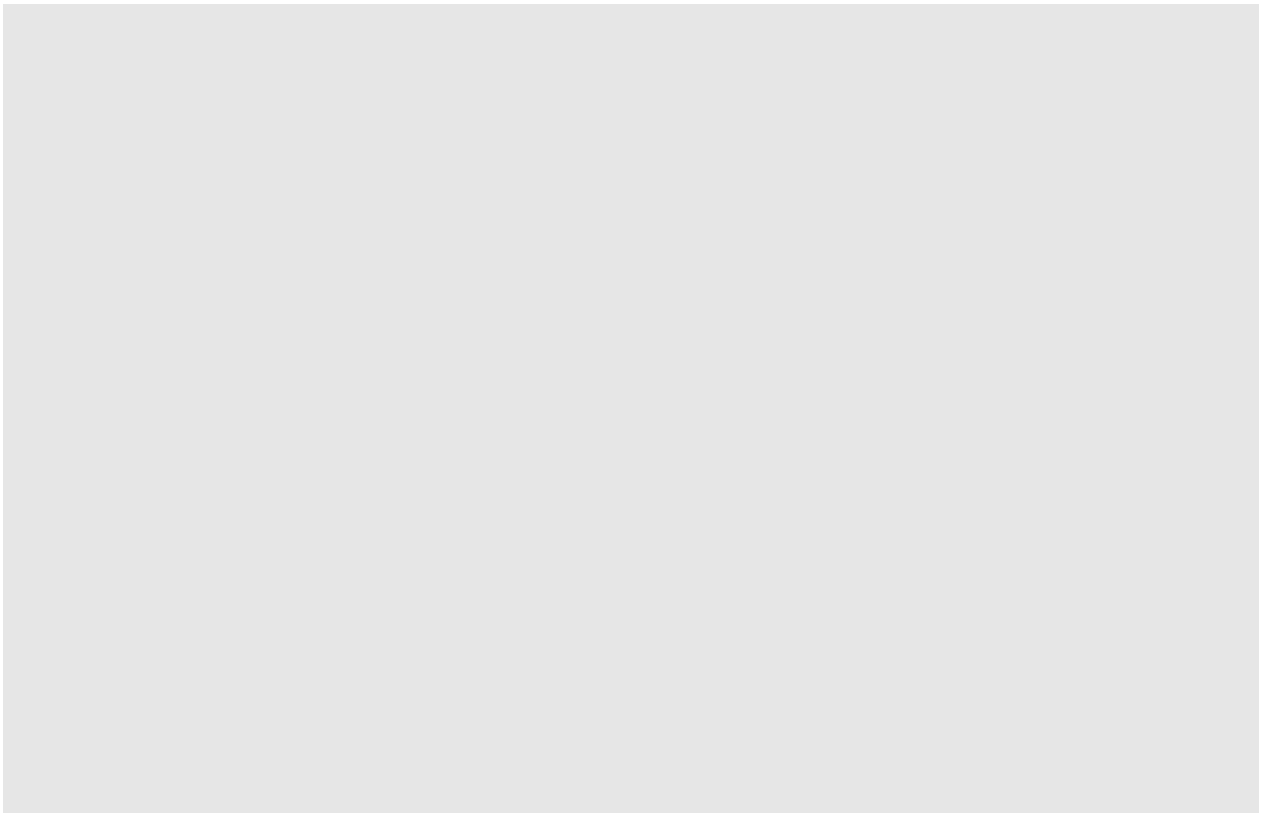
### Identify here your main time wasters:



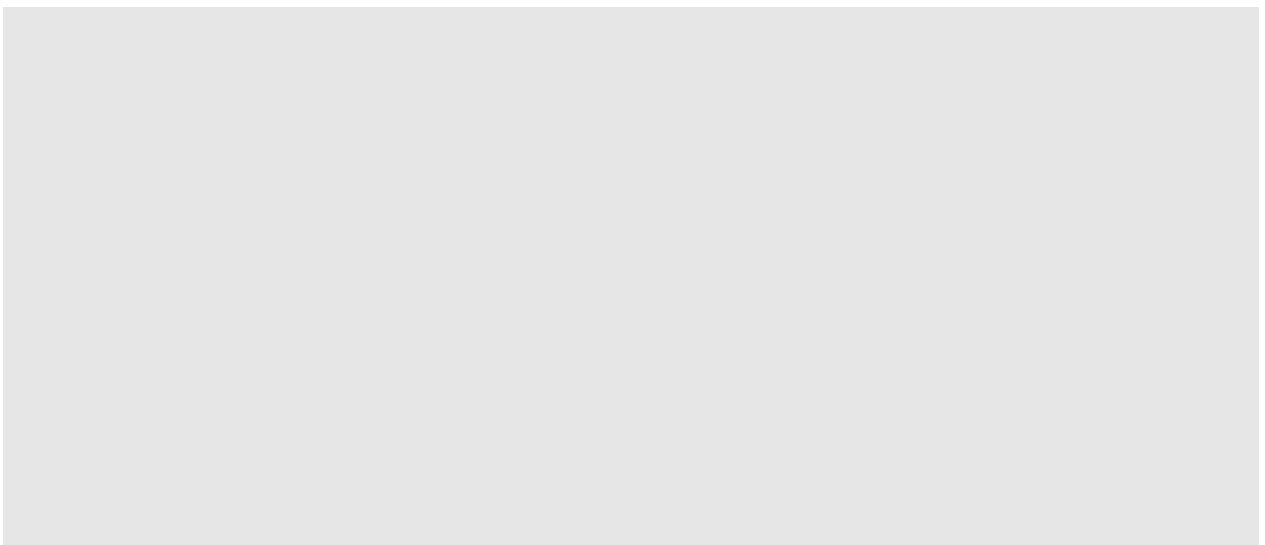
Transcribe in section 5 of your Personal Profile, what you consider to be your top 10 time-wasters from among the ones you identified here.

**The individuals I interact most frequently with:**

**At Work**



**In My Personal Life**



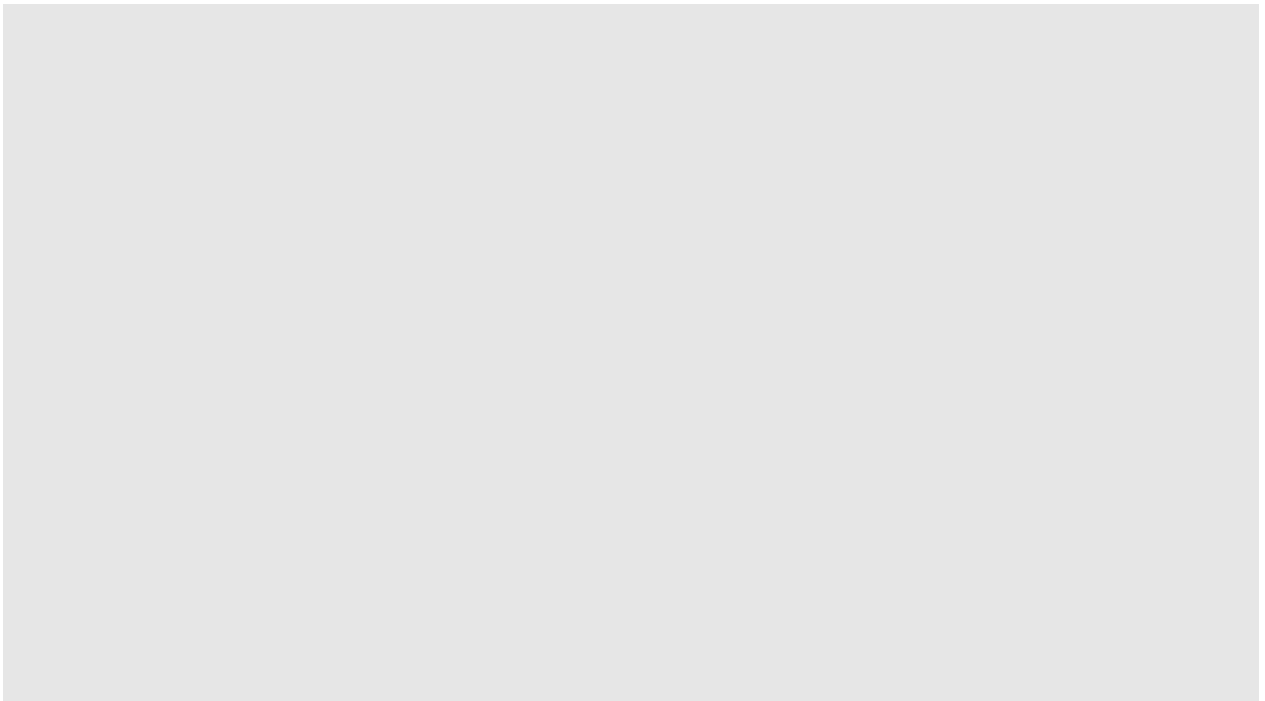
Identify in sections 6 and 7 of your Personal Profile up to six individuals from work and up to six individuals in your personal life who tend to waste your time very often or often.

## Exercise D ~ Analyzing Your Work and Personal Activities/Responsibilities

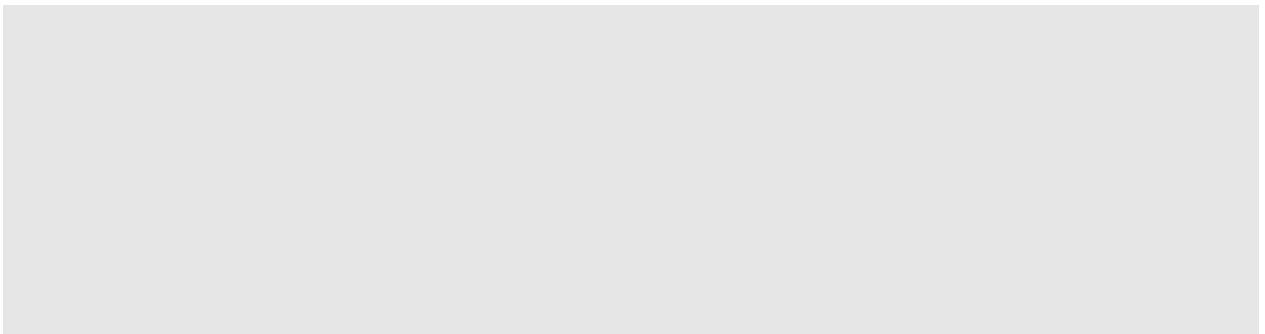
If you want to better manage your time, and become more effective at what you're doing you need to evaluate your habits by answering the questions that you will find on the next page for your main activities/responsibilities - **the ones that you identified earlier and which take up a lot of your time and/or are must do activities.**

**Let's focus on 15 of these activities by listing them below:**

Work Activities (Minimum 10)



Personal Activities



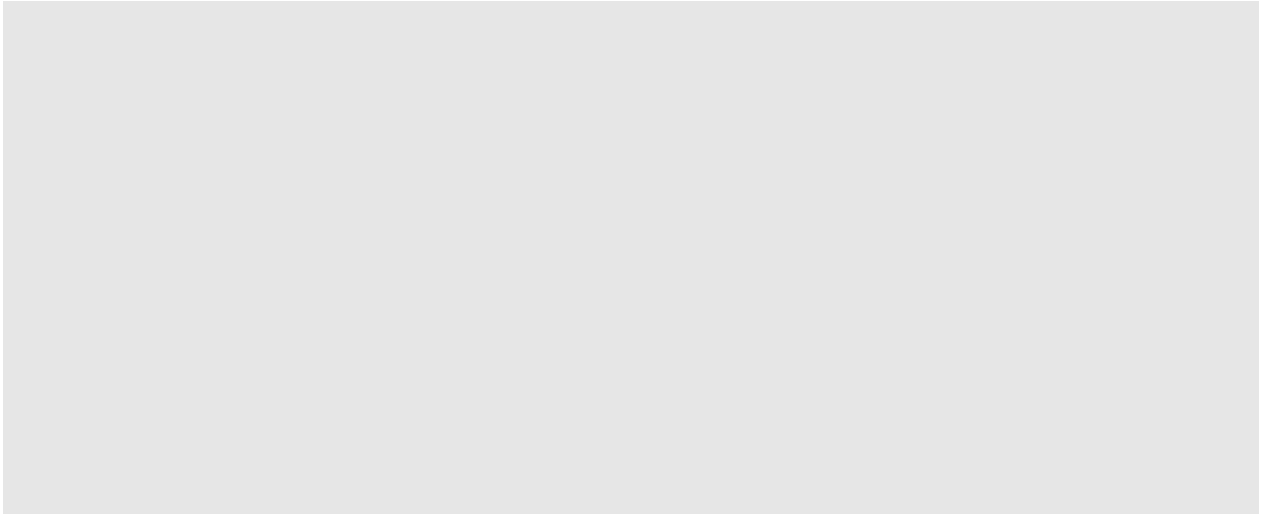
Now answer the questionnaire on the next pages, for each of these activities.

## Analyzing My Key Activities *(For each activity)*

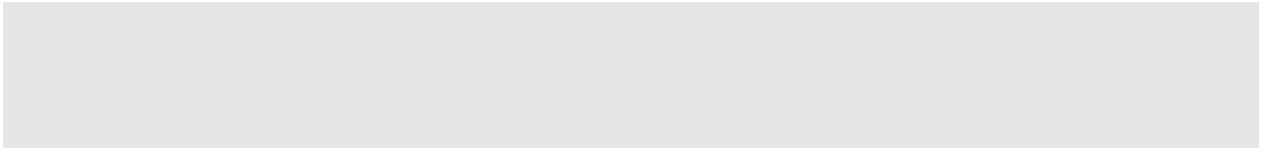
**Work Activity:** \_\_\_\_\_

Procedure used to accomplish activity:

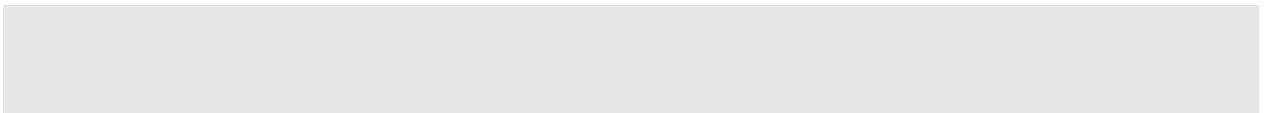
Person Responsible



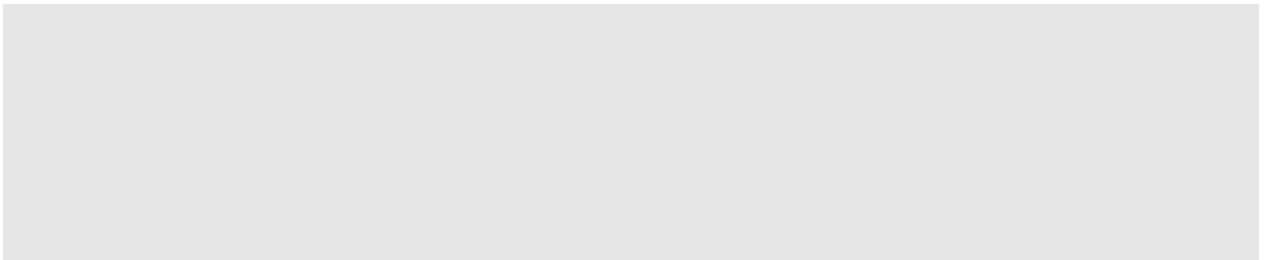
a) In what way does the activity help me reach annual goals and objectives?



b) Is the activity really necessary? In what way is it useful/essential to others my organization?



c) Am I being effective in performing these activities? Are there short-cuts I am not taking advantage of? Can I delegate some of the activities? Is there a better way of getting things done?

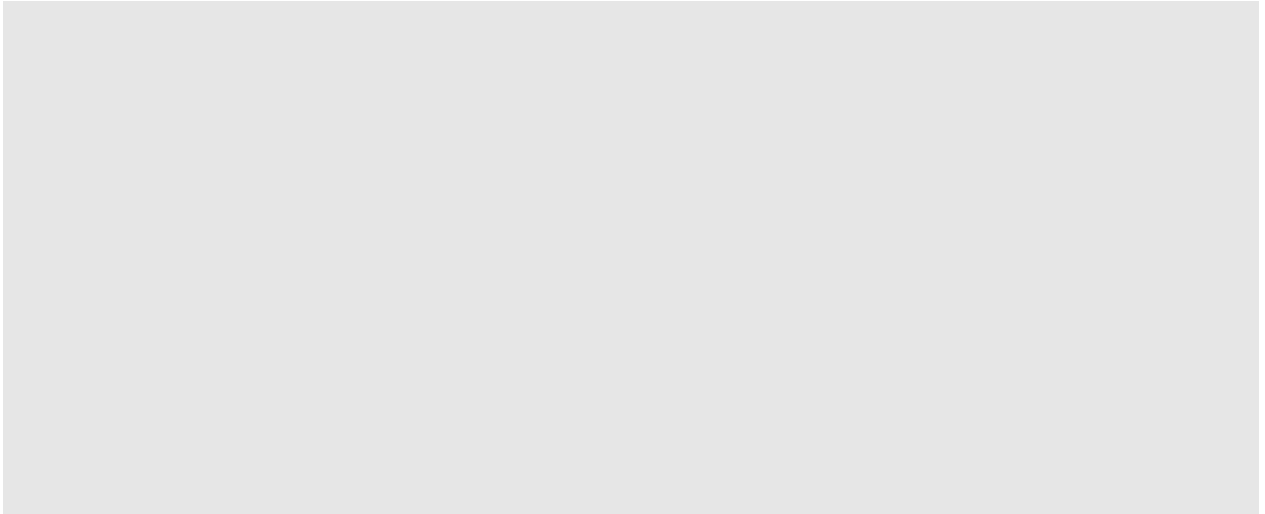


## Analyzing My Key Activities *(For each activity)*

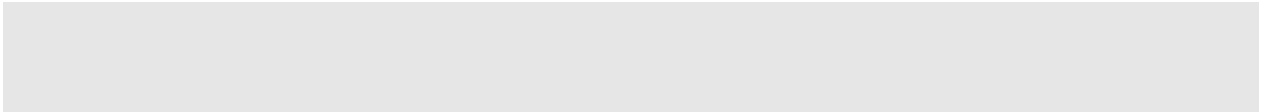
**Personal Activity:** \_\_\_\_\_

Procedure used to accomplish activity:

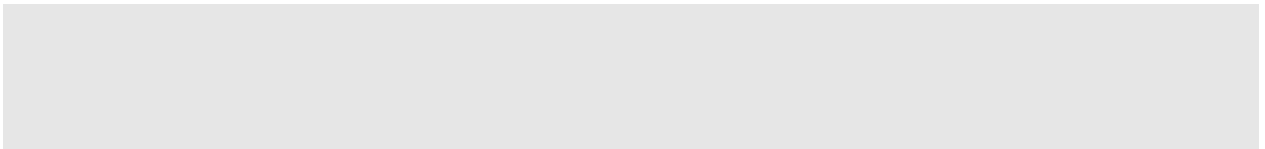
Person Responsible



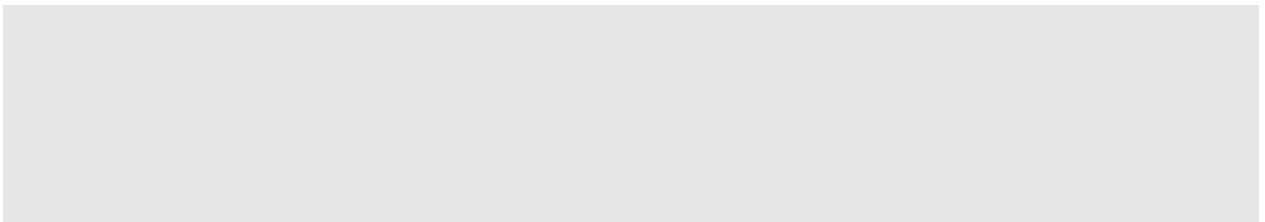
a) In what way does the activity help me reach my personal goals and objectives?



b) Is the activity really necessary? In what way is it useful/essential to me and my family/friends?

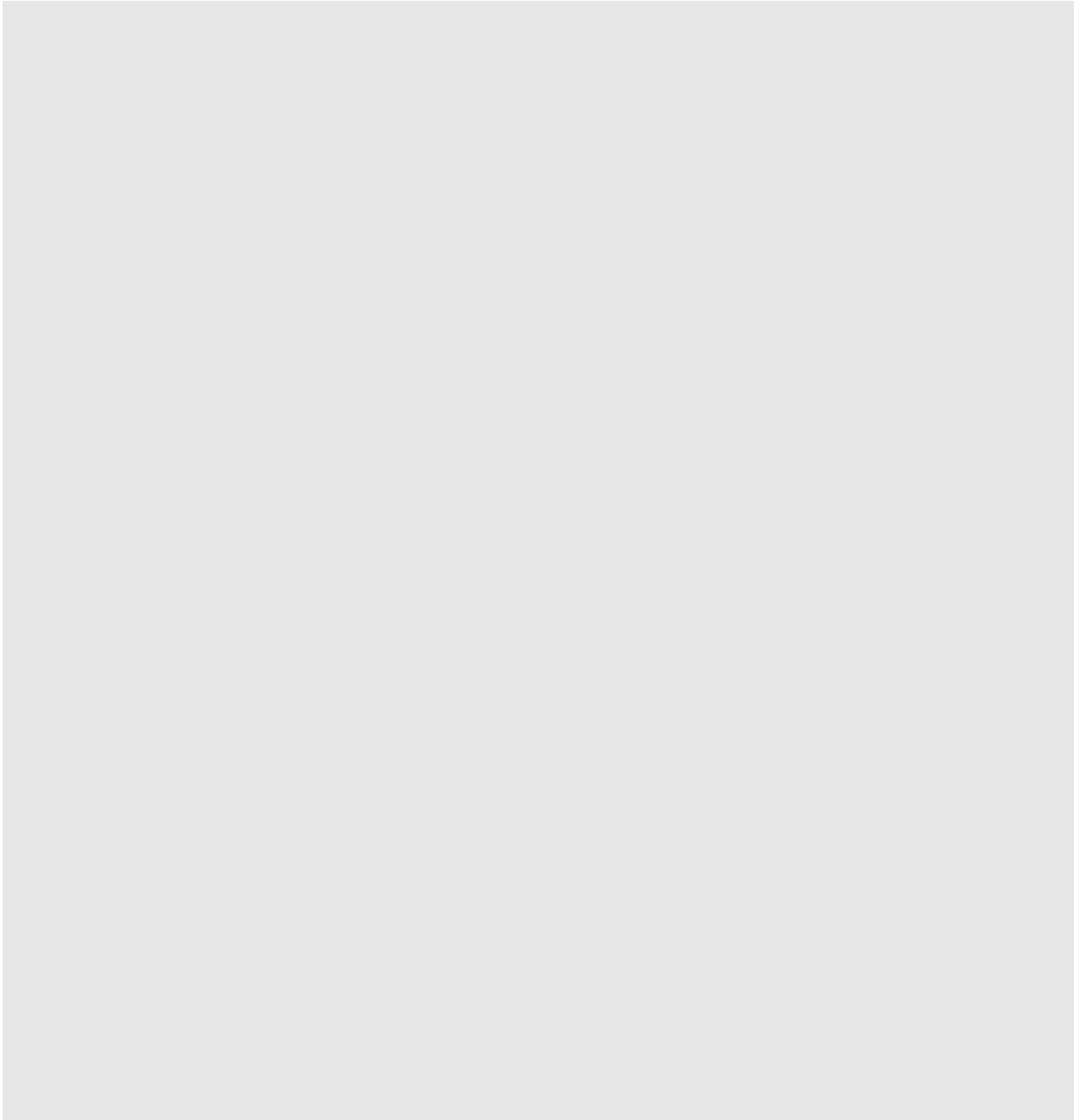


c) Am I being effective in performing these activities? Are there short-cuts I am not taking advantage of? Can I delegate some of the activities? Is there a better way of getting things done?



[CLICK HERE](#) to view an audio-visual presentation that covers this section.

### **Notes from Section**



## Exercise E ~ Goal-Setting and Taking Action

It's very useful to set for ourselves annual goals and objectives across all the dimensions of our life - ones related to our job and career, as well as our personal life. These goals of course need to be flexible to take into account unexpected changes at work and at home.

### Goals for the Next Twelve Months

In the next pages of your Program you find space to write down some of your work related and personal goals for the next twelve months.

With regards to the work-related goals it would be judicious for you to discuss these goals with the person you report to as well as with your team members, so that you can align your overall job goals with the overall objectives of your boss and your team. This will help ensure that you are all working in the same direction.

With regards to the personal goals it would be important for you to discuss these with your spouse and any other affected family members.

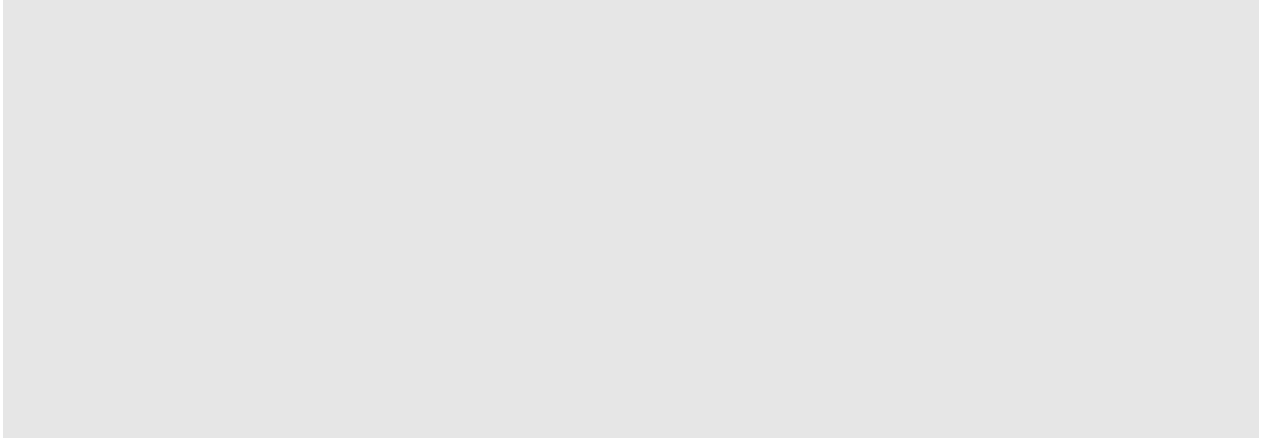
As a result of these discussions you may want to modify these general goals that you will have set for yourself.

Go ahead now and identify your specific, measurable and realistic goals for the next twelve months.

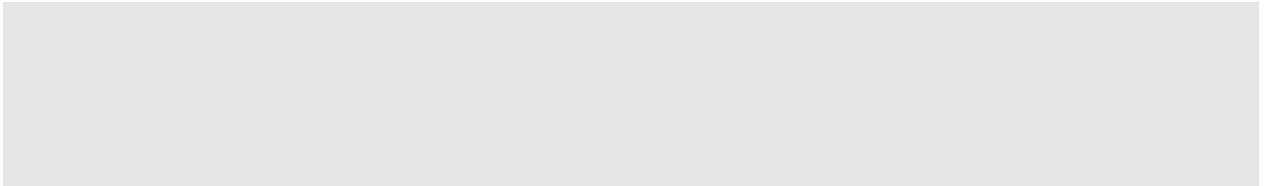


Work Related Goals for the Next Twelve Months – **As You Initially See Them**  
*(Use your list of job responsibilities that you prepared earlier to help you complete this exercise)*

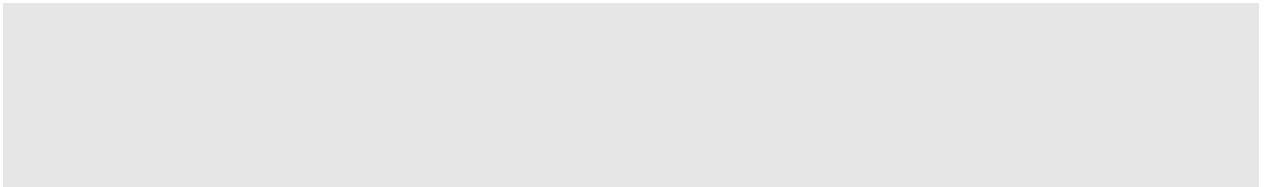
**Responsibilities I would like to continue to have**



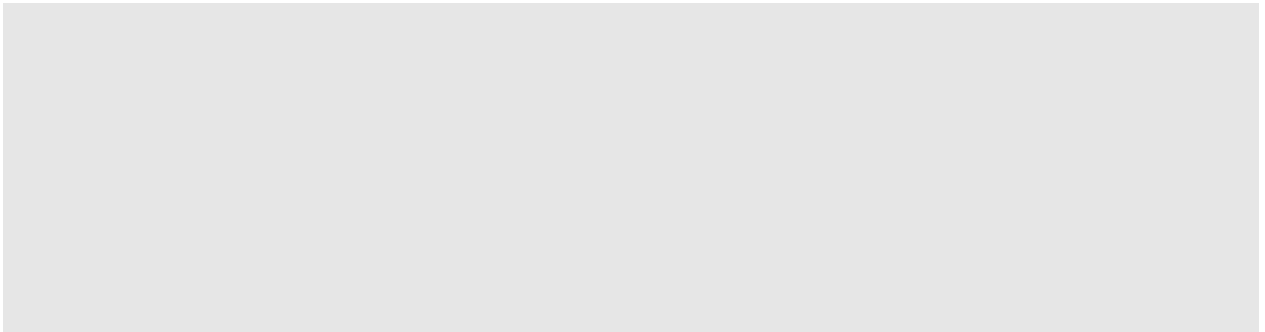
**Additional responsibilities I would like to have**



**Skills I would like to develop/improve**

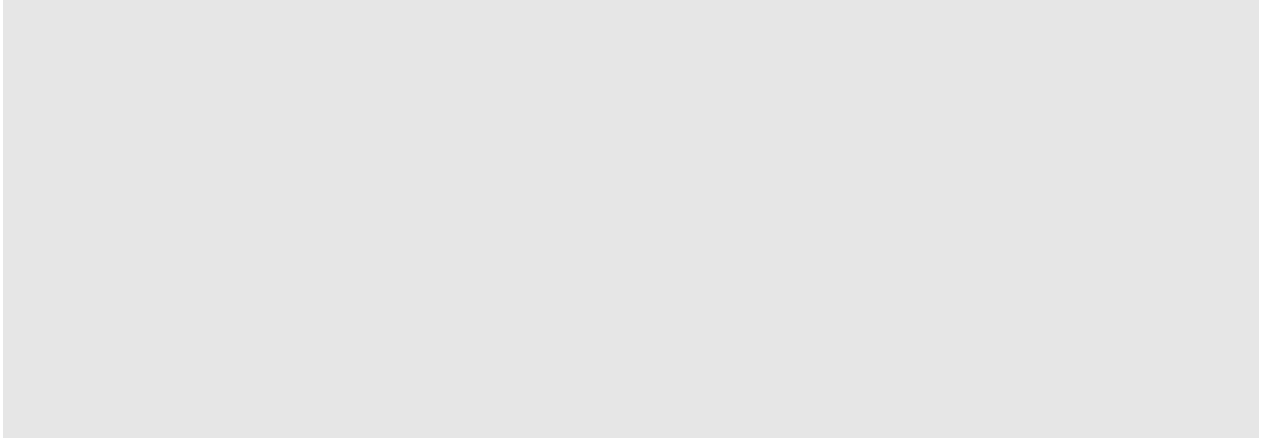


**Accomplishments I would like to achieve**

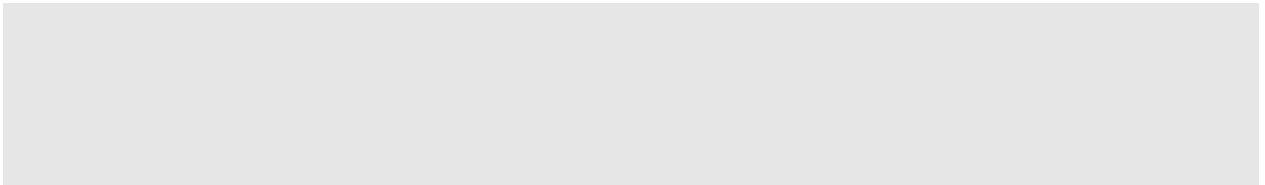


**Work Related Goals for The next Twelve Months**  
After discussion with your boss and colleagues at work

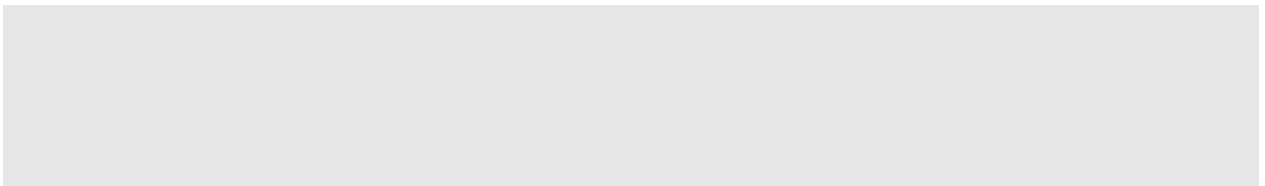
**Responsibilities I would like to continue to have**



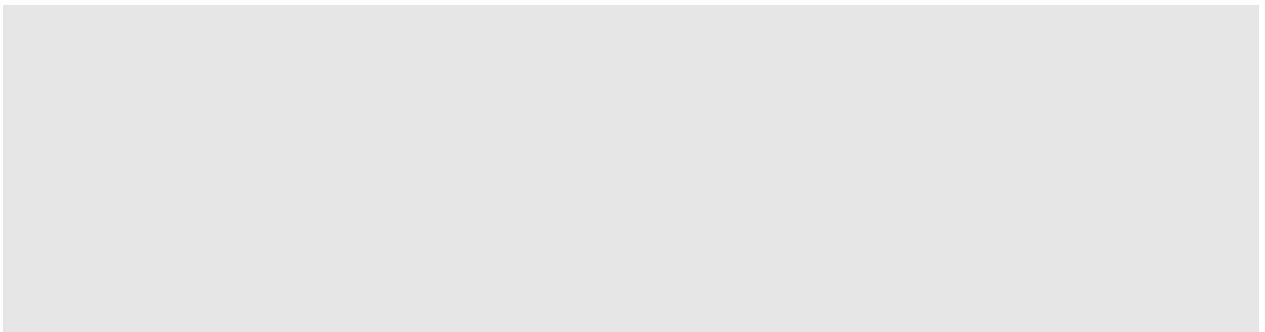
**Additional responsibilities I would like to have**



**Skills I would like to develop/improve**



**Accomplishments I would like to achieve**



**Personal Goals for the Next Twelve Months As You Initially See Them**

(Use your list of personal activities that you prepared earlier to help you complete this exercise)

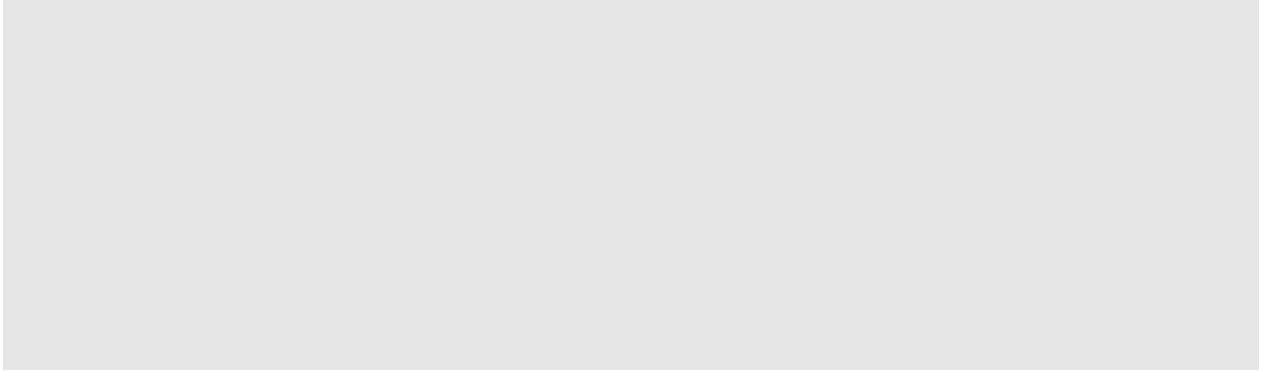
**Home responsibilities I would like to continue to have**

**Additional home responsibilities I would like to have**

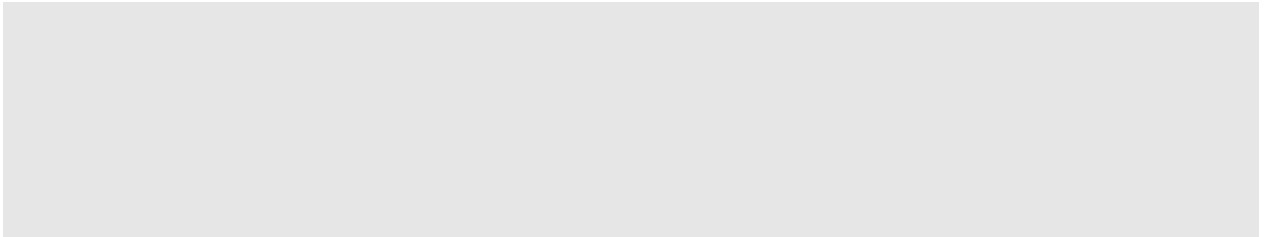
**What I would like to do with my spare time:**

Personal Goals for the Next Twelve Months - After discussion with the affected members of your family

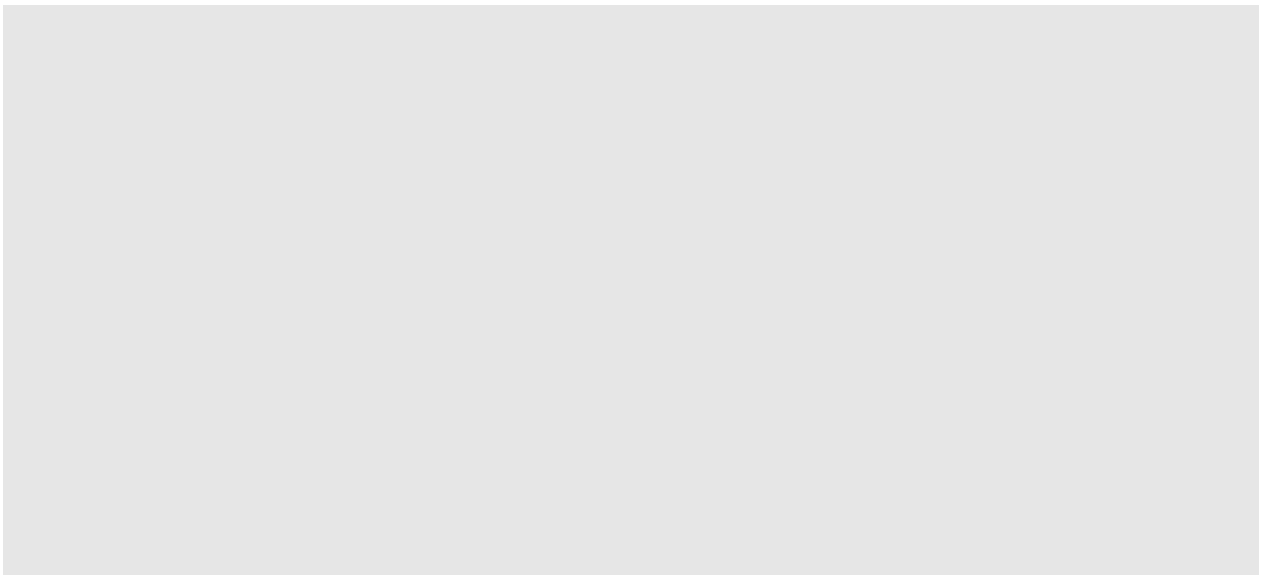
**Home responsibilities I would like to continue to have:**



**Additional home responsibilities I would like to have:**



**What I would like to do with my spare time:**



## Taking Action

### Steps To Break Down Goals Into Action Plans:

1. Make sure that the goal you have set is specific and measurable. You should have a specific date by which you want to accomplish it and the results should be measurable. Write the goal down in the appropriate space on the form which you can create for yourself using the example on the next page.
2. Identify randomly all the small steps or actions you need to take in order to make this goal happen. List these under the column "Steps."
3. Prioritize which actions you should complete first by using the "#" column to the left of the "Steps" column.
4. Start off with the last action you need to take and based on your target date to achieve the goal, place a completion date for that action under the column, "Date."

Proceed in doing the same for each step in such a way that you have considered the time element needed to complete each step.

If changes are necessary in the order you should complete the steps, make the changes here.

Keep in mind that some actions could take place daily on an ongoing basis.

5. As you complete each step, put a check in the appropriate column.

## Exercise D ~ Action Plan

Use the method outlined in this form for each goal you've listed in your workbook. First, write in the goal and your targeted completion date. Then, identify the various steps that need to take place in order for the goal to happen. Once the steps are listed, use the "No." column to assign each of the steps a priority and then identify a target date for the completion of each step and write it in the "Date" column. As target dates for each step are completed, check them off. (See example on next page)

Goal:

Completion date: \_\_\_\_\_

<i>No.</i>	<i>Steps:</i>	<i>Date:</i>	<i>x</i>

## Example Action Plan

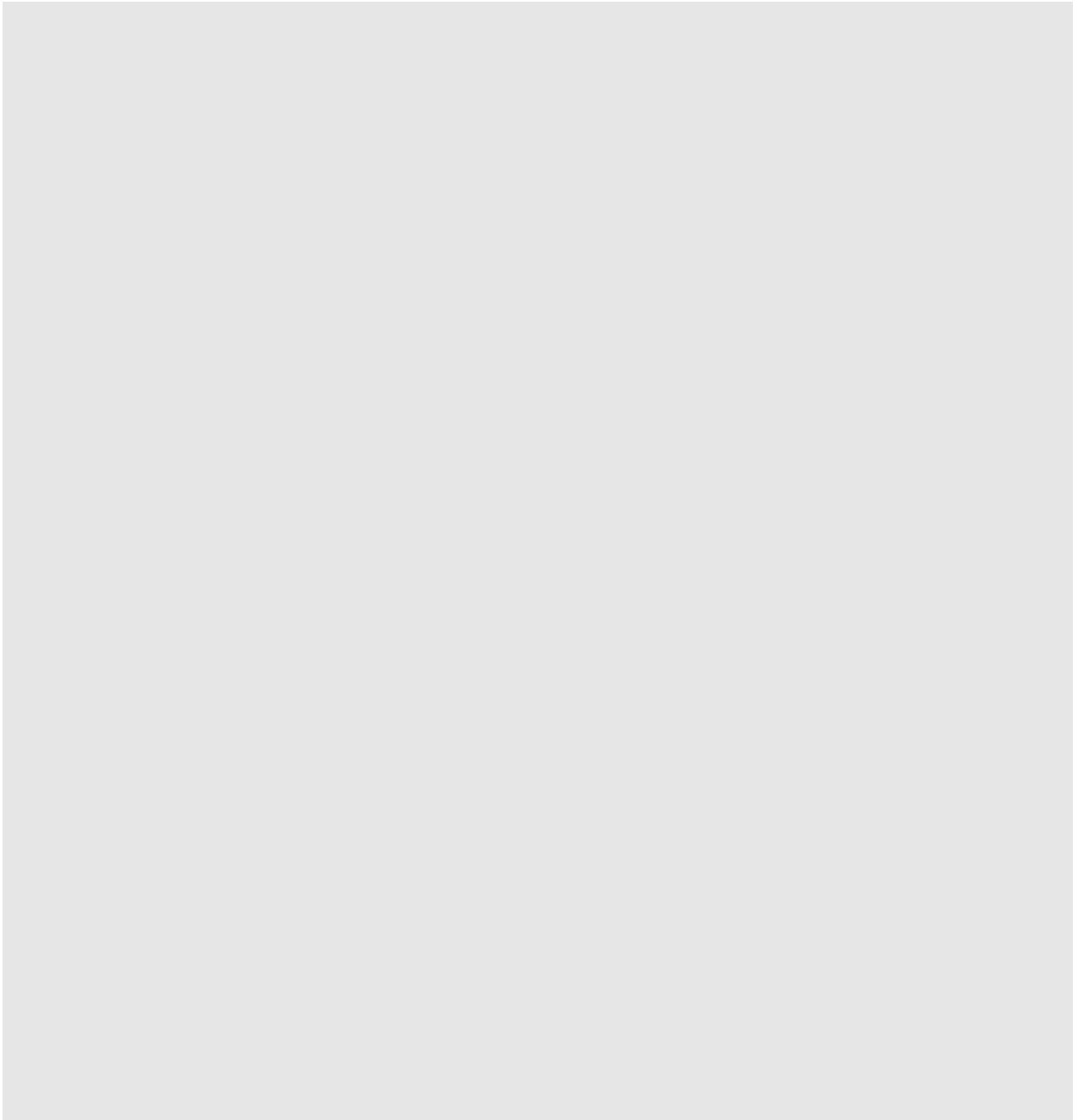
Goal: Reduce waste and rejects in quality of products manufactured in the plant by 50% in the next 12 months.

Completion date: By December 31 of this year.

<i>N°.</i>	<i>Steps:</i>	<i>Date:</i>	<i>x</i>
1	Identify type of quality problems	Dec 12	
2	Identify where the quality problems occur	Jan 31	
5	Identify actions needed to improve quality	March 1	
3	Meet with all concerned parties in company	Feb 15	
4	Form a quality circle group	Feb 15	
6	Meet with the supplier of raw materials	March 15	
7	Establish plan of action to improve quality	March 31	
13	Set-up monitoring system to measure improvements	Sept 30	
8	Identify capital expenditures required	April 30	
9	Train staff in quality control	May 30	
10	Empower staff to stop production lines	June 30	
11	Set up of new equipment	July 31	
12	Train staff on new equipment	August 31	

[CLICK HERE](#) to view an audio-visual presentation that covers this section.

### **Notes from Section**

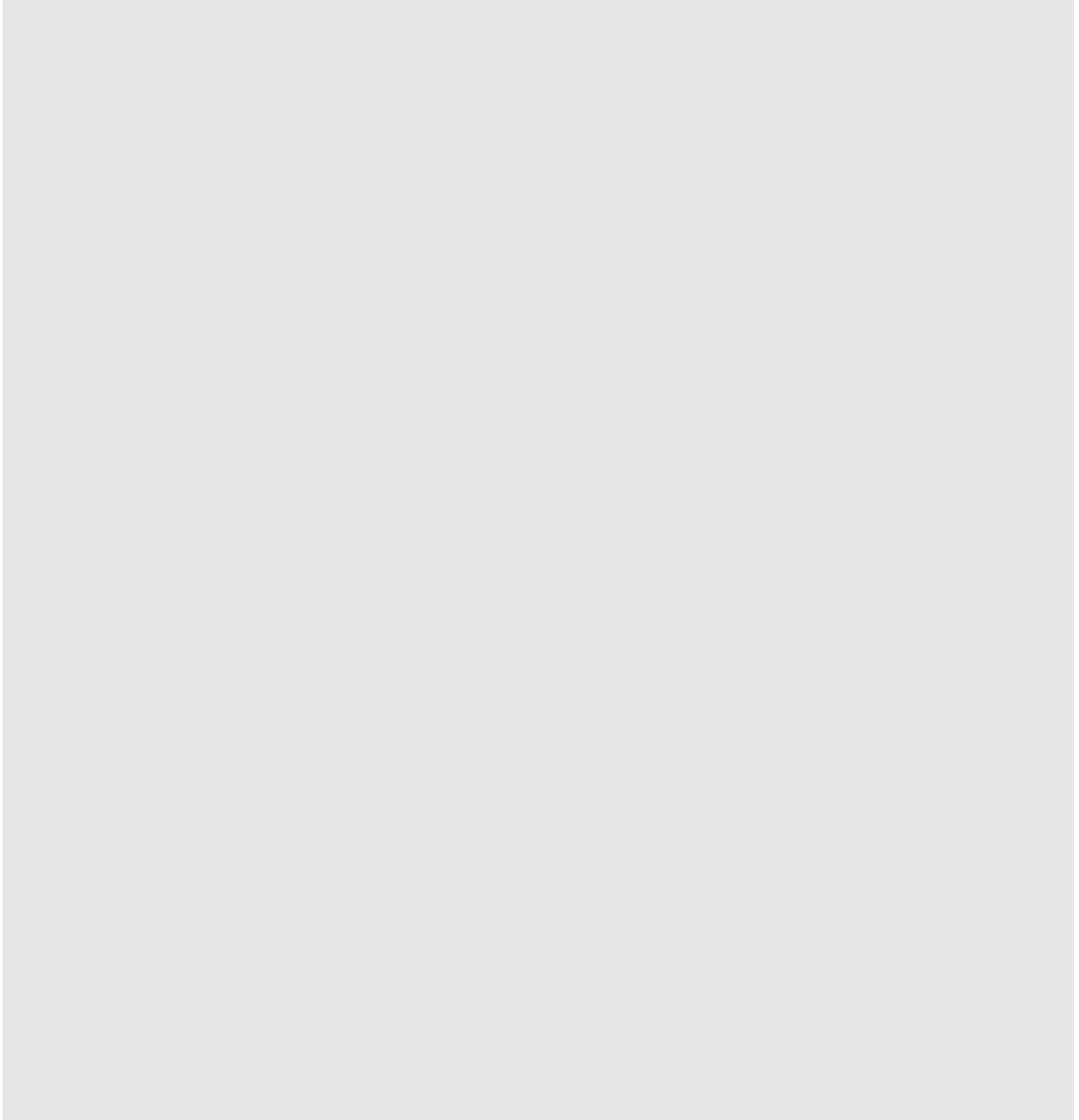


**Be sure to specify the tips and ideas you plan to use in Section 8 of your Personal Profile for Managing My Time.**



[CLICK HERE](#) to view an audio-visual presentation that covers this section.

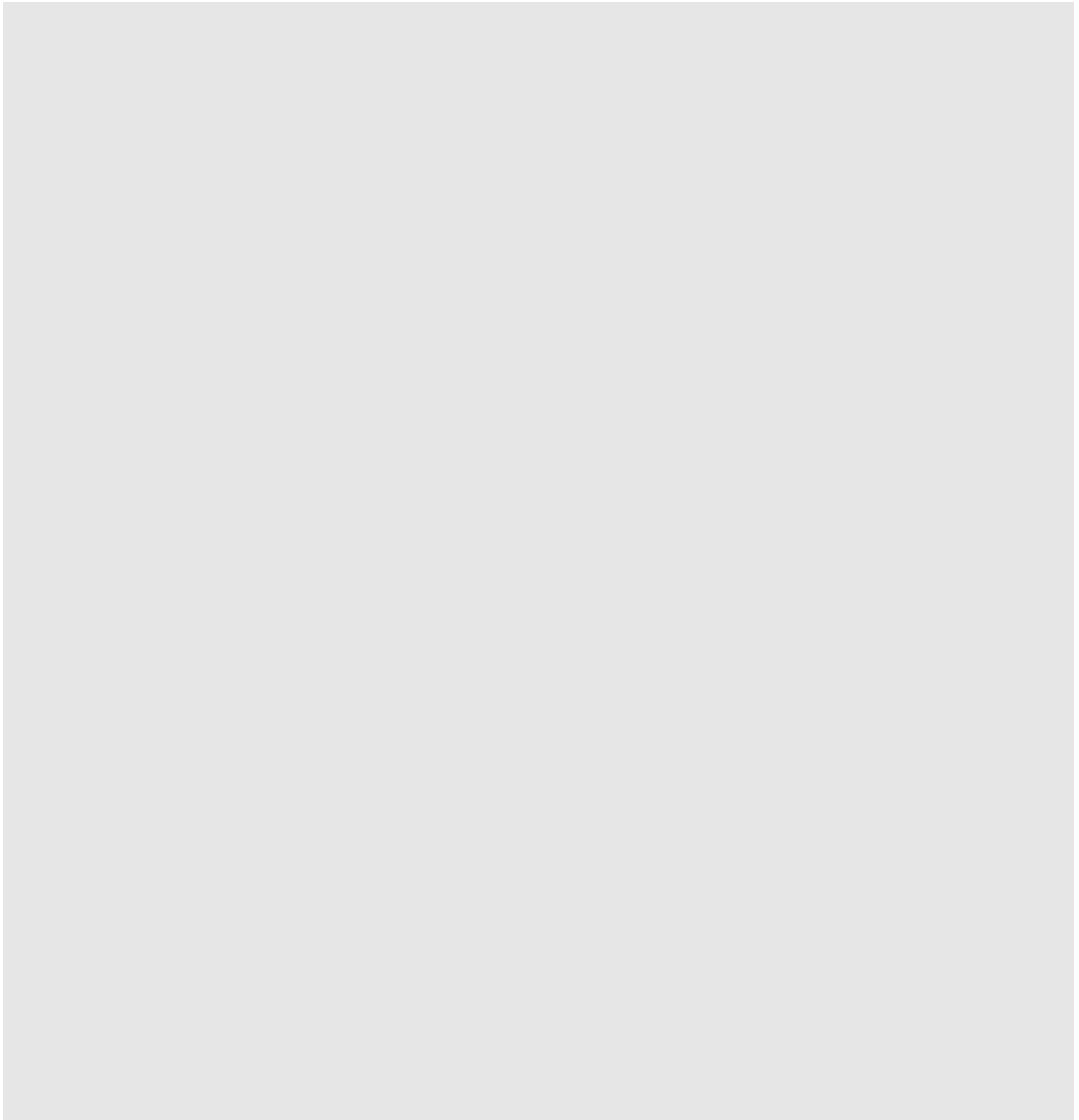
### **Notes from Section**



**Be sure to specify the tips and ideas you plan to use in Section 9 of your Personal Profile for Managing My Time.**

[CLICK HERE](#) to view an audio-visual presentation that covers this section.

### **Notes from Section**



**Be sure to specify the tips and ideas you plan to use in Section 10 of your Personal Profile for Managing My Time.**

## **Managing My Life Deep Relaxation Exercise**

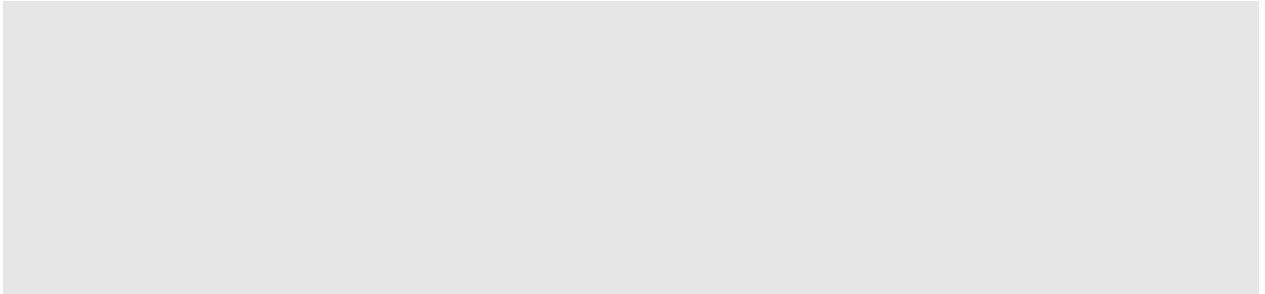
To help you feel **calm, relaxed, confident and focused** we have prepared for you a guided deep relaxation exercise **which you can listen to regularly**.

We suggest you listen to that audio-track daily, preferably first thing in the morning, or alternatively, at the same time every day, before dinner.

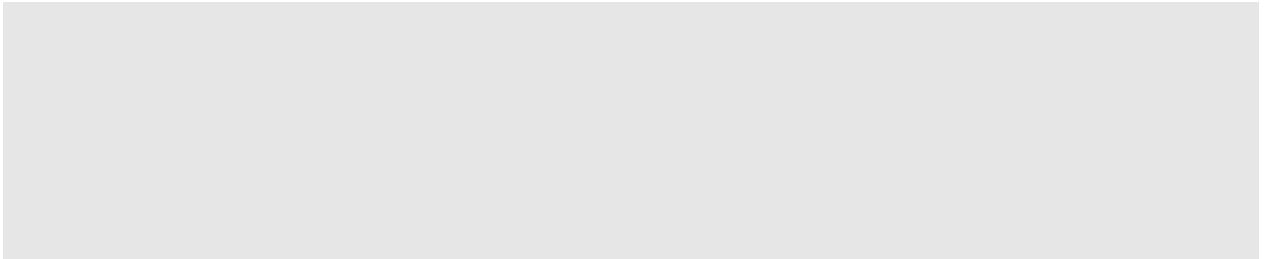
[CLICK HERE](#) to access the Managing My Life Deep Relaxation Exercise.

## Personal Profile for Managing My Time

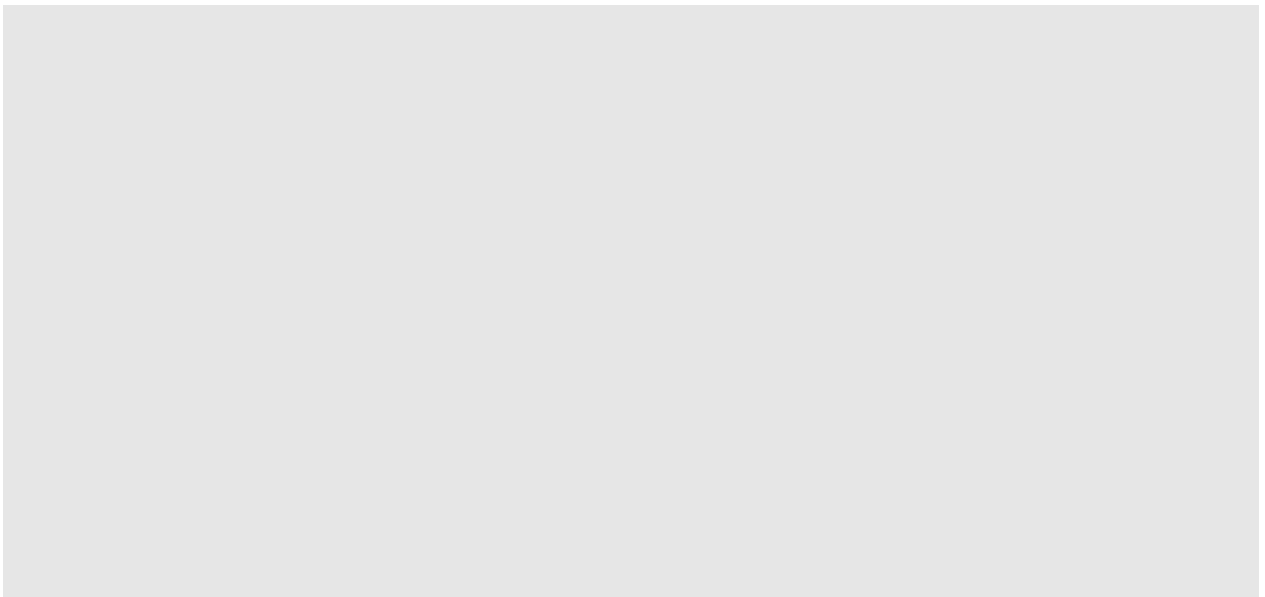
**1. The skills for managing my time that I excel at:**



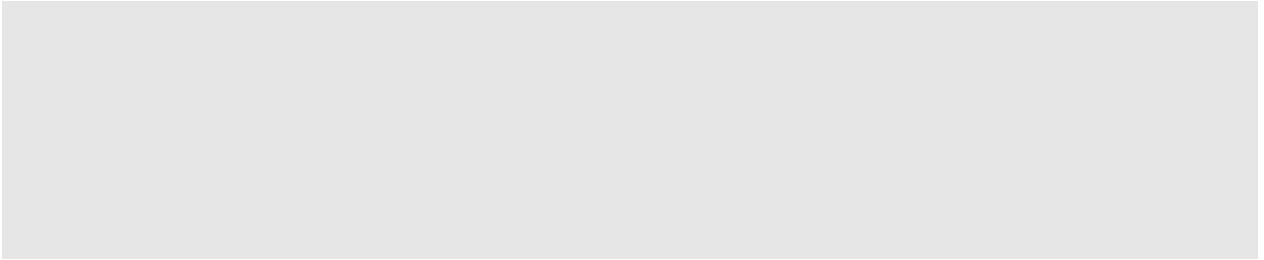
**2. Skills for managing my time that need improving:**



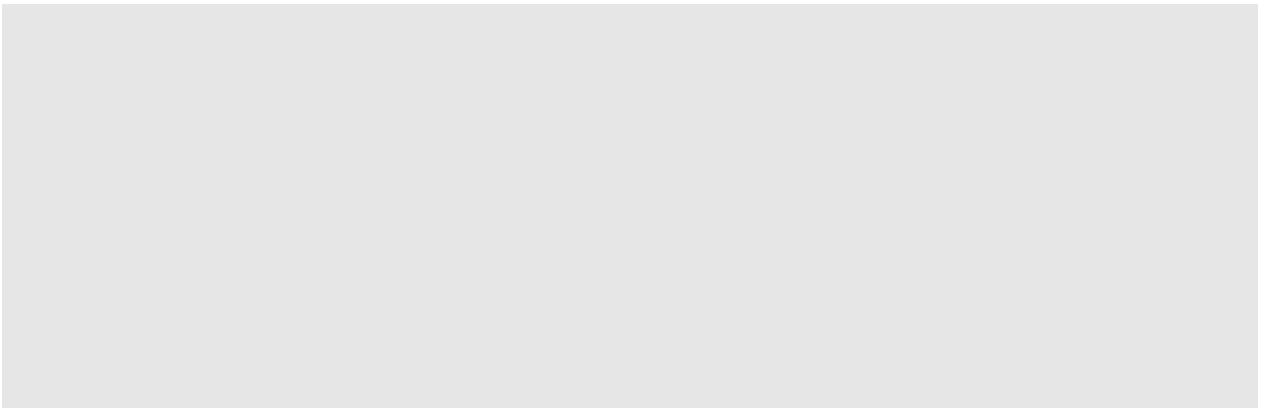
**3. Five or more of your most time-consuming work responsibilities:**



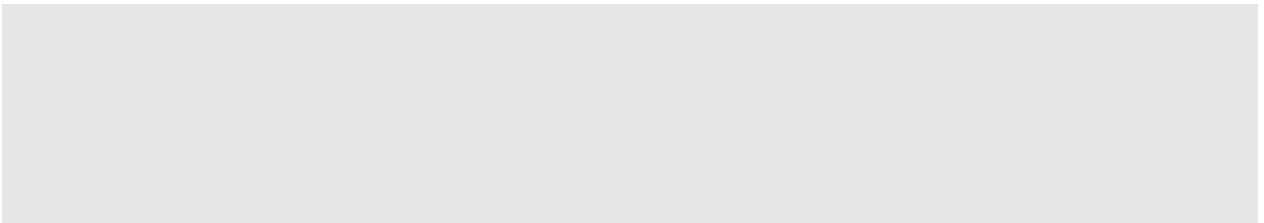
**4. My 5 most time-consuming personal activities:**



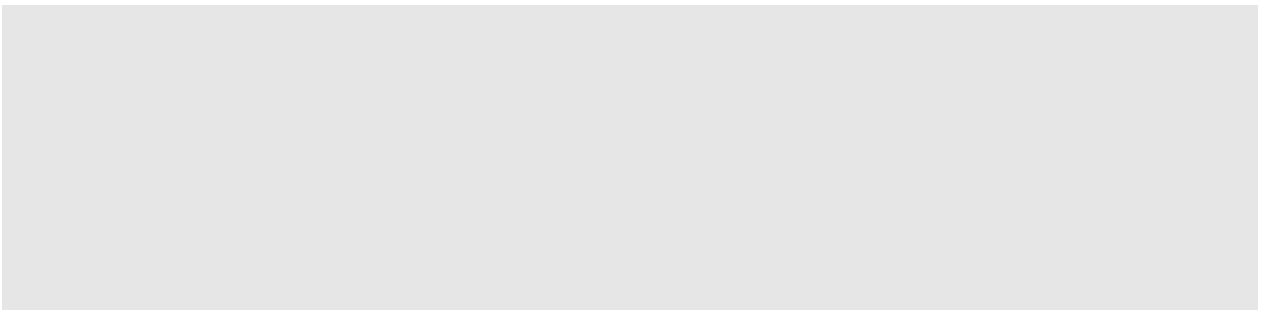
**5. My 10 most common time-wasters:**



**6. Six individuals who waste my time the most at work:**



**7. Six individuals who waste my time the most in my personal life:**



**8. Tips and ideas I intend to use to improve my overall self-organization:**

**Target Date**

**Agenda**

**Office**

**Desk**

**Filing System**

**E-Mail &  
Correspondence**

**9. Tips and ideas I intend to use to improve my interactions with others:**

**Target Date**

**Delegation**

**On the telephone**

**Meetings**

**Cooperation**

**10. Tips and techniques I intend to use to minimize time wastage:**

**Target Date**

**Interruptions  
and time wastage**

**Procrastination**

**Concentration**



11. Six individuals **at work** who waste my time the most and ways to minimize this time wastage:

<b>Individual</b>	<b>Ways to reduce time wastage</b>

<b>Individual</b>	<b>Ways to reduce time wastage</b>

<b>Individual</b>	<b>Ways to reduce time wastage</b>

<b>Individual</b>	<b>Ways to reduce time wastage</b>

<b>Individual</b>	<b>Ways to reduce time wastage</b>

<b>Individual</b>	<b>Ways to reduce time wastage</b>

12. Six individuals in **my personal life** who waste my time the most and ways to minimize this time wastage:

**Individual**

**Ways to reduce time wastage**

[Blank area for writing individual and ways to reduce time wastage]

**Individual**

**Ways to reduce time wastage**

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**Individual**

**Ways to reduce time wastage**

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**Individual**

**Ways to reduce time wastage**

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**GOLEAD**  
and  
**AARINENA**

**Are happy to specifically support the following not-for-profit AARINENA Partner:**

**International Center for  
Biosaline Agriculture**

ICBA's vision is to be the global Center of Excellence for innovative agriculture in saline and marginal environments

It's mission is to work in partnership to deliver agriculture and water scarcity solutions in marginal environment.

**For more information please [CLICK HERE](#)**

**Support provided to help this organization achieve its mission is always highly appreciated.**

**G.O.L.E.A.D.** in association with the  
**Managing My Life Institute**  
Is happy to collaborate with a *True Leader in the Global  
Agricultural Research and Innovation Community:*  
**AARINENA**  
**Association of Agricultural Research  
in the Near East and North Africa**

**To provide this series of courses on  
“Leading by Managing My Life.”**

**AARINENA’S Objectives Are To:**

- Foster the development of agricultural research in the Near East and North Africa Region;
- Promote the exchange of agricultural scientific and technical experience and information;
- Strengthen national agricultural research capacities for providing timely and necessary data and information to policy-makers;
- Encourage the establishment of appropriate cooperative research and training programs in accordance with identified regional, bilateral or national needs and priorities;
- Advise members on issues pertinent to research organization and management;
- Strengthen cross-linkages between national, regional and international research centers and organizations, including universities, through jointly planned research and training and collective projects; and
- Assist in the mobilization of financial and other forms of support to all efforts aiming at strengthening agricultural research and technology development in the Region.

**For more information and to find out about a possible involvement  
with AARINENA, please visit AARINENA’s website by:**

**[CLICKING HERE](#)**



### **Global Open Learning and Education in Agriculture and Development -**

**G.O.L.E.A.D.** is a not-for-profit organization whose mission is to advise, mentor and support organizations and individuals in the agriculture and development sectors in areas of leadership and management that are necessary to improve their performance and achieve their goals.

#### **Our consultancy areas include:**

- Organizational Development
- Human Resources Management
- Executive Coaching
- Training and Development
- Career Transition
- Developing Open Learning Platforms

For more information and to visit our website: [CLICK HERE](#)

In addition, G.O.L.E.A.D. offers this series of six **Leading by Managing My Life Courses** to Not for Profit organizations and their sponsors at a small one-time set-up fee. The courses will be personalized with a promotional page specific to each organization and with links to their websites. In this way, the benefitting organizations can offer the courses to their staff members and network of contacts, and can also present them to their donors to promote their activities and mobilize further resources.

For more information please [CLICK HERE](#)

## **WHAT IS NEXT?**

### **Certificate in Leadership Abilities:**

When you have completed 4 or more of these courses, you can test your knowledge in order to receive a Certificate in Leadership Abilities which can help you advance in your career. For more information: [CLICK HERE](#)

### **Please Remember:**

**If you feel that you have benefitted from one or more of these FREE courses you can pay them forward by doing one of the following:**

- E-mailing the courses to friends, colleagues at work and relatives who could also benefit from them.
- Start doing or continue doing some volunteer work on a regular basis.
- Support the not for profit organization recommended [HERE](#).

## About The Author

### George Beshara, B.Com.

George Beshara is a McGill University business graduate and is the author of the Leading by Managing My Life series of courses. He has been involved in training, business coaching and publishing since 1983. His courses and training programs have been used by tens of thousands of individuals in some of the largest corporations in North America. For more information about his background and experience please [CLICK HERE](#)

### Services We Offer

#### Become A Project Partner – Make Our 6 Courses Your GIFT

- Our course document is co-branded to include your name on the title page, recognizing you as the providers of the GIFT.
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- Access to the quality self-study courses for all your staff members, clients, donors and volunteers. (Not-for-profit sector)
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