

TRANSITION INTO A DEEPER JOURNEY - EXERCISE

STARTING FROM EXPERIENCE

- In the last few months, what practices, readings, encounters, and experiences helped you deepen your awareness of yourself and see things from new perspectives?

Share the fruits of your reflection within a small group.

- What experiences, tools and practices did other suggest that you would be willing to experiment with?

FINDING THE TOOLS THAT SUIT YOU

In this section you are offered several tools and practices (detailed in the [Exercise Section](#)) to help you deepen the understanding of yourself and of the human person. Choose one or more of the following to experiment with and integrate in your leadership practice:

Profiling Tools: These are psychometric tests and projective or narrative based models devised to provide a structured assessment of individuals that goes beyond self-perception or feedback.

- *MBTI:* Leadership work is intensive in interpersonal relations. The day-to-day environment is full of short, varied, fragmented and reactive activities. In this environment it is highly useful to be aware of our “automatic reactions” and personal preferences and to understand others reaction and behaviour.
- *Enneagram:* An instrument that describes in a simple way the 9 types of personalities, in their balanced (healthy) and unbalanced dimensions.
- *The Big Five Model:* Also known as the five factor model (FFM). This theory suggests five broad dimensions commonly used to describe the human personality and psyche.
- *Global Leadership Profile (GLP):* Our ability to perceive and make meaning of our life events is part of what makes us human. The GLP is a guided self-inquiry and a professionally-scored profile tool that help us identify our patterned ways of interacting and inquiring with others, our approach to problem resolution, and how we make sense of events (our leadership action-logic).
- *Leadership Circle Profile:* A competency-based 360° profile that measures our creative leadership competencies and our reactive tendencies. It helps leaders and managers understand their behaviors and the reasons behind it, as well as identify actions they can take to improve their leadership.

ADDITIONAL EXERCISES

1. Go to the exercises section and skim through the suggested practices
2. Choose one of the exercises that calls your attention and do it

Perspective Taking: It is the act of perceiving a situation or understanding a concept from an alternative point of view, such as that of another individual, or organization. The ultimate purpose of such a practice is to have a more complete picture of reality (moving from dualistic black and white thinking to the ability to view issues from multiple perspectives and to reconcile of seemingly contradictory realities).

Action Inquiry: Another particularly effective means of supporting developmental growth is the vertical learning practice known as Action Inquiry. This reflective practice encourages individuals to be continually questioning of their purposes, strategies, and behavior while adjusting these on the basis of feedback about their impact in the world.

Triple Loop Awareness: This is an exercise of assessing through feedback loops whether or not we are on the way to achieving our goal. Single-loop feedback focuses on our behaviours/operations; double-loop feedback shifts our attention to our strategy/goals, structures and mindsets, whereas triple-loop feedback is centered on our intentions, values, vision..

Ladder of Inference: This model describes the thinking process we go through, usually without realizing it, to make sense of a situation. It helps us think about our thinking (from the facts to reaching a decision or action) and to coordinate our thinking with others.

Working with our Shadows: This section invites us to reflect and be aware of what we perceive as dark or weak about ourselves (the emotions and behaviors that we prefer to disown or keep hidden). Shadow work is a challenging introspective process that can lead however to greater authenticity, creativity, and awareness.

Learning from Failure: Failure is not easy and often inevitable in today's complex world. This exercise invites us to reconnect with experiences of failures and view them as opportunities to learn, reflect and challenge our thinking and ways of work, and finally to regroup and prepare for what is ahead.

A Guided Meditation on our Leadership: The exercise offers texts and questions to help us review our leadership story in light of the rich Ignatian tradition. It invites us to reflect on our personal response to our leadership calling and examine how our character and values manifest themselves in our practice of leadership.

Exploring our Values: Clarifying our own values is at the core of the process of internal self-discovery. The exercise invites us to identify and reflect on our core values and understand what attitudes and dispositions guide the way we respond to situations

The Wheel of Life: This graphic tool maps different dimensions that are relevant to our life (emotional well being, work, friendships, health, fun,...) and invites us to reflect and gain insights into our satisfaction in these various dimensions. This assessment also helps us establish actions that will help us grow as human beings and lead a more balanced life.