

BAIN
INSPIRATIONAL
LEADERSHIP



Introduction to Inspirational Leadership

E-WORKBOOK



Introduction

Welcome to the **Introduction to Inspirational Leadership** e-workbook. Inspirational Leadership is Bain's own leadership development system.

This workbook is developed to accompany the online module. It will help you to:

- > Choose the combination of strengths that make you uniquely inspirational
- > Identify the ways to apply and enhance your specific inspiration skills.

Firstly, create a folder on your desktop and save your workbook to this folder. Ensure you continually save as you progress to ensure the data you input is saved.

There are four exercises to complete within this workbook.

After you complete each one, or at the end, note down your learning and key areas for development in the **Notes** section. The button is located on the top right hand corner of the screen.

How to use this e-workbook

- ✔ Complete Exercise 1: Identify your existing strengths
- ✔ Complete Exercise 2: Identify your underlying enthusiasm
- ✔ Complete Exercise 3: Identify your four rocks
- ✔ Complete Exercise 4: Identify action steps
- ✔ Keep notes in the journal as you learn

Exercise 1: Identify your existing strengths

> Review the definitions of each of the 32 Inspirational Leadership elements. Then consider the three strengths-related reflection questions and choose up to six elements that best reflect your existing strengths today. Enter these in the textboxes provided. Take no more than five minutes to complete this exercise.

Existing strengths

- > What comes easily to me?
- > What do I rely upon when times are tough?
- > What do others perceive me to be good at?

IL Model with element definitions

Developing inner resources

- Emotional self-awareness**
Understanding your emotions, their causes, and their impact on others
- Emotional expression**
Voicing your feelings openly
- Flexibility**
Adapting your responses to dynamic circumstances
- Independence**
Maintaining the conviction to follow your own course of action
- Stress tolerance**
Dealing with stress in a positive and constructive manner
- Self-regard**
Holding a confident yet realistic assessment of your abilities
- Self-actualization**
Improving yourself and engaging in personally meaningful pursuits
- Optimism**
Remaining resilient and positive despite challenges

Connecting with others

- Vitality**
Showing passion for your work and giving energy to others
- Humility**
Maintaining a balanced ego
- Empathy**
Understanding and appreciating others' needs and feelings
- Development**
Assisting others in advancing their skills
- Assertiveness**
Advocating your point of view in an open, honest and direct way
- Listening**
Paying true attention to others' comments, ideas, and feelings
- Expressiveness**
Conveying ideas and emotions clearly and compellingly
- Commonality**
Sharing mutual interests and activities



Setting the tone

- Responsibility**
Taking proactive ownership, giving credit for success, and being accountable for mistakes
- Recognition**
Showing appreciation for the efforts and results of others
- Openness**
Demonstrating curiosity, creativity, and receptivity to input
- Worldview**
Seeking to understand and incorporate diverse perspectives
- Shared ambition**
Living the organization's mission and operating principles
- Follow through**
Showing integrity and consistency in word and action
- Balance**
Respecting the boundaries of others' relationships and commitments outside of work
- Unselfishness**
Putting team needs above short term personal benefits

Leading the team

- Vision**
Creating a compelling objective which builds confidence and encourages sign-up
- Empowerment**
Allowing and encouraging the freedom to stretch
- Focus**
Orienting teams towards the most relevant set of outcomes
- Direction**
Setting appropriate group and individual expectations
- Co-creation**
Trusting that collaboration can yield better results
- Harmony**
Fostering alignment and resolving conflicts
- Servanthood**
Investing on behalf of others and finding joy in their success
- Sponsorship**
Engaging to help others achieve their broad career aspirations

Exercise 2: Identify your underlying enthusiasm

- > Now consider the separate enthusiasm-related questions and, using the textboxes provided, choose up to six elements that best reflect your underlying enthusiasm. These can be different elements than the ones you chose as strengths. Again, take no more than five minutes to complete this exercise.

Underlying enthusiasm

- > What would I like to be exceptional at?
- > What gives me energy?
- > What is important to me?

IL Model with element definitions

Developing inner resources

Emotional self-awareness

Understanding your emotions, their causes, and their impact on others

Emotional expression

Voicing your feelings openly

Flexibility

Adapting your responses to dynamic circumstances

Independence

Maintaining the conviction to follow your own course of action

Stress tolerance

Dealing with stress in a positive and constructive manner

Self-regard

Holding a confident yet realistic assessment of your abilities

Self-actualization

Improving yourself and engaging in personally meaningful pursuits

Optimism

Remaining resilient and positive despite challenges

Connecting with others

Vitality

Showing passion for your work and giving energy to others

Humility

Maintaining a balanced ego

Empathy

Understanding and appreciating others' needs and feelings

Development

Assisting others in advancing their skills

Assertiveness

Advocating your point of view in an open, honest and direct way

Listening

Paying true attention to others' comments, ideas, and feelings

Expressiveness

Conveying ideas and emotions clearly and compellingly

Commonality

Sharing mutual interests and activities

Centeredness

Engaging all parts of the mind to become fully present

Setting the tone

Responsibility

Taking proactive ownership, giving credit for success, and being accountable for mistakes

Recognition

Showing appreciation for the efforts and results of others

Openness

Demonstrating curiosity, creativity, and receptivity to input

Worldview

Seeking to understand and incorporate diverse perspectives

Shared ambition

Living the organization's mission and operating principles

Follow through

Showing integrity and consistency in word and action

Balance

Respecting the boundaries of others' relationships and commitments outside of work

Unselfishness

Putting team needs above short term personal benefits

Vision

Creating a compelling objective which builds confidence and encourages sign-up

Empowerment

Allowing and encouraging the freedom to stretch

Focus

Orienting teams towards the most relevant set of outcomes

Direction

Setting appropriate group and individual expectations

Leading the team

Co-creation

Trusting that collaboration can yield better results

Harmony

Fostering alignment and resolving conflicts

Servanthood

Investing on behalf of others and finding joy in their success

Sponsorship

Engaging to help others achieve their broad career aspirations

Additional resources

Want to learn more about Inspirational Leadership?

Visit our website: www.bainleadership.com/



NOTES

We are eager to support you in your individual development journey, and to incorporate Inspirational Leadership into the way we work and interact, at Bain and beyond.