

Where do I stand?

Please take 1½ hours of time and rest!

In order to make statements about the desired leadership behaviour, it is recommended that you first of all make your own position determination. The questions to be answered personally in the following are introduced with the help of quotations that may be thought-provoking¹:

Where I come from

„The spirit only comes alive through reference to the past..“

Hermann Hesse

„Time is our control cycle for health, success, prosperity and happiness. We can only live in the presence of achievements of the past, which we have thought up and planned when the past was still the future.“

Josef Schmidt

My goals

„If life has no vision to strive for, to long for, to realise, there is no motive to make an effort.“

Erich Fromm

„If you don't know the destination, no road is the right road.“

Koran

„The quality of my goals determines the quality of my future.“

Josef Schmidt

My values

„The Ten Commandments of God are so understandable because they came about without the participation of expert commissions.“

Charles des Gaulle

„If someone comes and drinks with me, do you think they will thank me for it? But I rush and flow only so, I will always be glad of life. My life is simple and beautiful, always giving.“

Fountain saying

¹ Cf. Schmidt, Josef, *Unternehmerenergie*, Bayreuth 1995. The suggestions for this questionnaire are taken from this work.

Self-analysis: my origins, my goals, my values

Please withdraw and answer the following questions for yourself. The answers will not be presented in the plenary session, but are for your own self-determination. The time required for this first block of questions is about 60 minutes.

H1: What was my first childhood experience that I can really remember?

H2: How do I view my childhood and upbringing?

H3: Which personality/ies still shape(s) me to this day and why?

H4: What have my greatest successes been and who was involved?

Z1: What proportion of things I have started and that matter to me have been fulfilled? 50%, 60%, 70% or more? Who or what has prevented me from completing something I started?

Z2: If I had three realistic wishes, I would wish for the following:

Z3: What significance do I want to attain through my profession

- a) personally?
- b) for my company?
- c) for the employees at the company?
- d) for the customers I serve?

W1: What values are important to me?

W2: Am I aware of any values that are important to others, but that mean little or nothing to me?

W3: Where do my values come from?

My attitude towards management

„ Treat people as they are and they get worse. Treat people as they might be and they get better.”

Johann Wolfgang von Goethe

„ Machines can be switched on, people must be guided. Do we still master this capacity for discernment?"

Josef Schmidt

„No change without communication. The employees only support what they themselves are involved in. Every change creates resistance, even change for the better.”

Josef Schmidt

Self-analysis: My attitude towards management

Please withdraw and answer the following questions for yourself. The answers (except for point 5) will not be presented in the plenary session, but are for your own self-determination. The time required for this second block of questions is 30 minutes.

F1: Do I have any different values from my employees or work colleagues?

F2: Describe situations in which you provoke the following in your employees or colleagues:

- fear
- anger
- sadness or
- dejection

F3: In which everyday work situations are emotions between you and your employees or colleagues not involved?

F4: Describe situations in which you provoke the following in your employees or colleagues:

- joy or
- affection

F5: For you, the "optimal" manager is comparable with:

If you wish, you can send your answer to question F5 to your teacher at <mailto:heinz.siebenbrock@hs-bochum.de>. Your answer will of course be treated confidentially. Of course, your answer will never be evaluated.

Spontane Notizen:
