

# CHANGE LEADERSHIP

## Journey Guide



CHANGE

SAME

Cheryl Cran  
neXtmapping™

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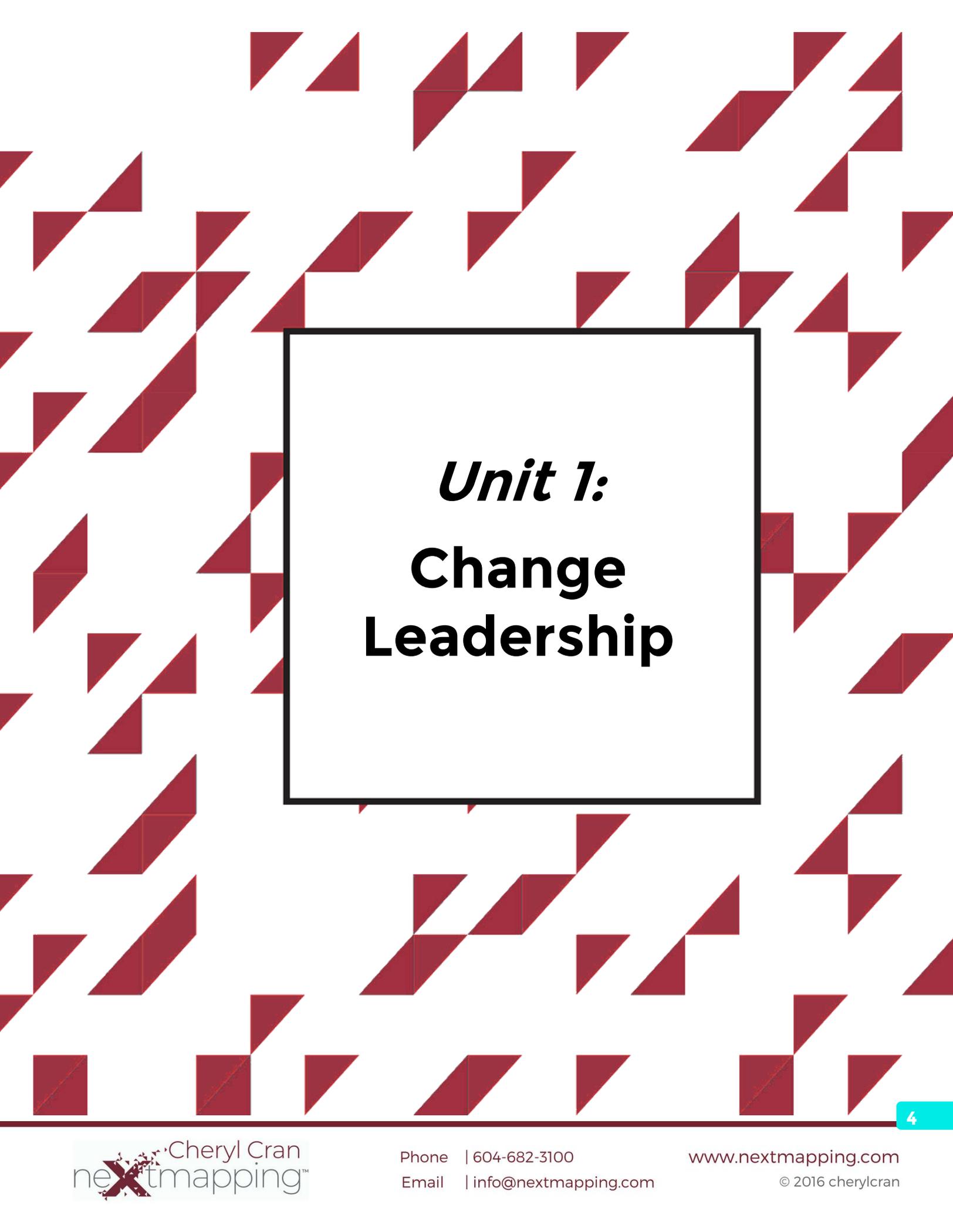
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The purpose of the Leadership Journey Guides is to review many of the key points within each Unit and have a tool for you to make your own notes. You can save the guides on your device or download and print them for on-going referral.





*Unit 1:*  
**Change  
Leadership**

This course, which is based on the book by Cheryl Cran,  
*'The Art of Change Leadership-Driving Change in a Fast Paced World'*

**NOTE: It's vital for organizations to have change leaders right now!**

**In this course  
some key  
points to learn  
and understand  
are:**

- What a change leader is compared to a change manager
- Learn about your 'change range' and complete the assessment to see how adaptable you are, how flexible you are, and how much more you can be compared to
- what you already are
- Learn the mindset of a change leader and how we need to integrate that for the future of work now
- Learn the values of a change leader, how are they unique and different to the values of a change manager
- Learn the skills required as change leader
- What are the specific skill developments that are needed in order for all of us to become better change leaders
- We are going to look at the Change Cycle which all of us go through and we can leverage it and maximize it in order to deal with change to be proactive with change in a very energized and accountable way
- You will also learn how to get others around us to be change leaders and help make the changes we want to see in the workplace
- Also how to communicate as change leaders
- What is the 'language' of a change leader? It's very different from the language we use as managers of change

**You will be upgrading your leadership Operating System (OS)**

Organizations need change leaders **right now** in order to deal with the ongoing changes that face us

Traditional practices no longer serve what is necessary for the organization to move forward or in some cases to even survive!

**Change Leaders Are:** People at all levels of the organization who are willing to drive change forward, people who take risks, who are willing to speak up about practices that are no longer serving the customer or employees.

⇒The only way for organizations to compete globally with all of the on-going changes is to have teams of people within who are flexible and extremely adaptable which means...

**We must have organizations with Change Leaders**

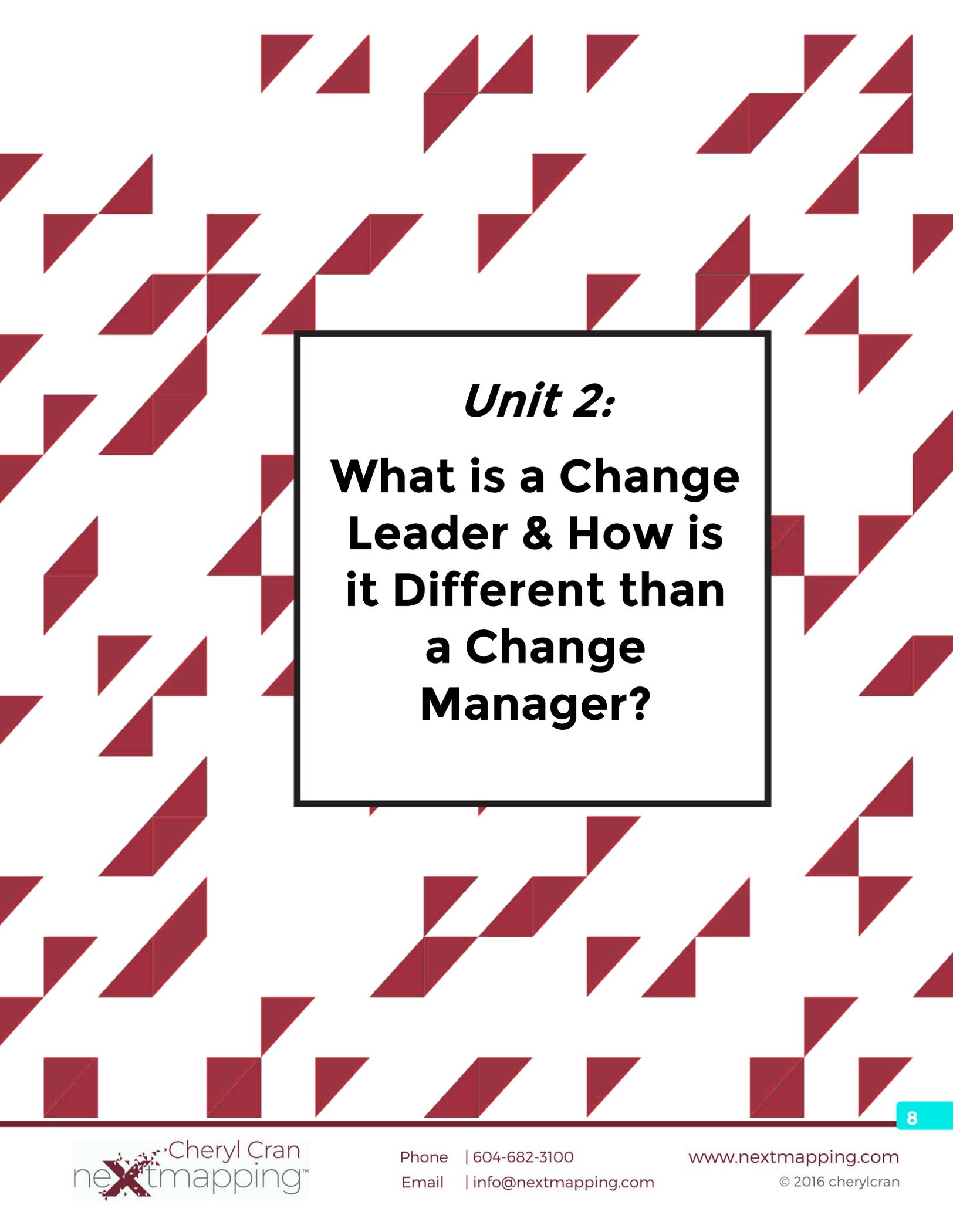
This course is going to teach you how **YOU** can be a Change Leader and also how we can teach **OTHERS** how to be a change leader

**Organizations need Change Leaders just like you!**

**REMEMBER:** "If not you then who?  
And if not now then when?"

# MY JOURNEY NOTES FOR UNIT 1





***Unit 2:***  
**What is a Change  
Leader & How is  
it Different than  
a Change  
Manager?**

## There is a difference between a Change Manager and a Change Leader

### In Brief > Change Manager

- In the past leadership was about autocracy
- It was centralized
- It was focused more on 'Me'
- It was task focused, single perspective really focused on what was in front of you
- Not necessarily thinking about other departments, or other leaders or the company as a whole
- In the past leadership was goal focused

People have been managing change for decades, that's not new. Managing change is about having a process, a structure, it's reacting to change because you have a change and you're dealing with it.

### In Brief > Change Leader

- What we are heading into with the future of work
- The skills needed for the future of work is moving towards a shared leadership approach (Everyone is a Leader)
- We are moving towards a group and team leadership focus
- A culture and values based workplace where everyone wants to work, where they feel there's a cultural fit, where their values are aligned
- We are moving into more of a 'We' versus a 'Me.'
- The future of leadership and the change leader is really looking at all perspectives in order to really lead change in a way that affects not just self but team mates, other employees, other departments
- Eliminating the silo effect and breaking down the silos and cross departmentally connecting and innovating
- It's also about revolutionary ideas and moving things forward rapidly and quickly

**NOTE:** When I talk about Change Manager and Change Leader I'm not saying that one is better than the other. I'm actually saying we need to integrate the approaches for ultimate success.

## In Greater Depth > Change Manager

- About autocracy and structure
- The Change Manager creates a plan
- They direct a project and they direct people to achieve a goal
- They are very much about 'we have a plan,' 'we're focused,' we have direction.
- Their personality is of a more rational problem solver
- They have goals, structure, processes and they are very analytical
- The personality of a Change Manager is really about 'change process.' 'We have this,' 'we have the people who each need to do this'
- They are very matter of fact, very structured and a very important part of leading change, especially big projects with many steps and processes that need to be navigated along the way
- They focus is on work and task
- Not necessarily thinking about the people involved
- Generally, they are focused on the change that needs to happen without a lot of emotion
- They can come across as authoritative, autocratic, dictatorial and can also be consultative and democratic however they are known to be driven by a task and goal function more than anything else
- The body part that is associated with the Change Manager is the head.
- They are coming from the thinking mind
- They are thinking constantly of the rational, often asking themselves "is this a rational change?" "Does it make sense?" "Does it align with our future?" Very, very practical
- The strengths of a change manager approach are structure and structure as you know is very necessary
- All of the steps are in place, all of the processes are outlined and how to measure success is prepared
- The change manager approach has gotten many organizations to where they are today

**According to John Kotter :** The 'change guru' talks about a very key piece...the people equation and how it is often missed in the Change Manager approach.

# In Greater Depth > Change Leader

- The future of work requirement
- We want to integrate the change leader approach with the change manager approach
- Energetically that the Change Leader approach is more about people and process supports people
- With a change leadership approach you're setting a compelling vision
- You're telling a story that includes the Hero's Journey for self and for others
- It's less about process and plan and more about 'here's where we are going'. "I'm going to paint you a picture of where we are going." You're providing visuals, you're providing graphics, and you're providing compelling reasons for why the change needs to happen. You're engaging people by saying "here's what I believe is my role in the Hero's Journey towards this change. You're engaging people emotionally. Then you're meeting with people one-on-one and you're asking them to leverage their Hero's Journey. Here are your gifts, here's your role in leading the change we are moving towards.
- When you're a Change Leader you're charismatic in a way that is warm, open, inclusive, inspirational
- You are taking risks because you're not focused on self
- You want to transform the culture and the people around you
- You're relational; when you are thinking of the processes and the goals of the change you're thinking how does this impact the people. How can we get 'so and so' on board because we know he/she is going to resist this
- They don't look at a person as a barrier to the change they look at them as an opportunity to engage in the change
- A Change Leader is focused on people and their style is facilitative
- They want to really gather intelligence from around them to really move the change forward
- A Change Leader is transformational, consultative and participative
- They're not asking people to do something they wouldn't do
- The body part that is ruled by the Change Leader is the heart
- How does this change impact people? How does this change affect how the customer feels about us? How do our employees feel about us?
- We talk about the emotions, the feelings the context and how it affects people when we are a Change Leader
- Also as a Change Leader we are influencing people. Inviting to come along, appealing to their emotions, we're giving them the energy that is needed for them to help move the change forward
- We're sharing of our energy, we're sharing of the vision, and we're sharing the Hero's Journey.
- You can feel the energetic difference
- When you're a Change Leader you're more creative and you're focused on engaging that creativity in order to move the change forward

As I said we need both, the Change Manager approach and the Change Leader approach. However,

**it's the Change Leader approach that is going to allow organizations to have fast, innovative organizational change.**

**When we engage the heart with the head is when drive change forward with everyone on board. That's ultimately the goal!**

**AND...**

**That's what organizations are in need of and are hungry for. That's what the future of work requires NOW!**

## **Integrating being a Change Leader with being a Change Manager:**

So what does that look like? What it means is we are up leveling our skills regardless of our approach. So if we are more innately wired for the more visionary Change Leader approach we still have to integrate the Change Manager skill set. If we are more innately wired for the Change Manager approach, we have to up level our ability to be Change Leaders.

# MY JOURNEY NOTES FOR UNIT 2





***Unit 3:***  
**Where Are  
You On the  
Change**

## What is your 'flexibility' factor'?

Complete the assessment in the Unit to see where you are on the 'Change Range'

### KEY UNDERSTANDING

Do you lean more towards Change Manager or do you lean more towards Change Leader? Are you right in the middle which means you are fairly integrated with your approach?

### Plan how you can improve in each area

Use the results of the assessment for the focus of the learning for the rest of this course

### Assess your results and ask yourself

- What are my goals for the rest of this course?
- What do I really want to learn and integrate into my daily activities as a leader?
- How can I do that so it will leverage my impact on the people around me?

## MY JOURNEY NOTES FOR UNIT 3





*Unit 4:*  
**The Mindset  
of a Change  
Leader**

## The mindset of a Change Leader:

- Being as flexible as we possible can
- The most agile, open, flexible mind possible
- They are open to seeing links and connections across systems and between people
- They put things together creatively and synergistically
- They are able to not only see connections between self and others but they can actually see beyond 'what's visible'
- The ability to bring things together for solutions is very much a Change Leader attribute
- Linking back to self-responsibility. That's important
- A Change Leader's team is a direct reflection of himself/herself
- A Change Leader mindset is really fully engaged in looking at themselves and how they may be contributing to the situations around them, they are taking full responsibility

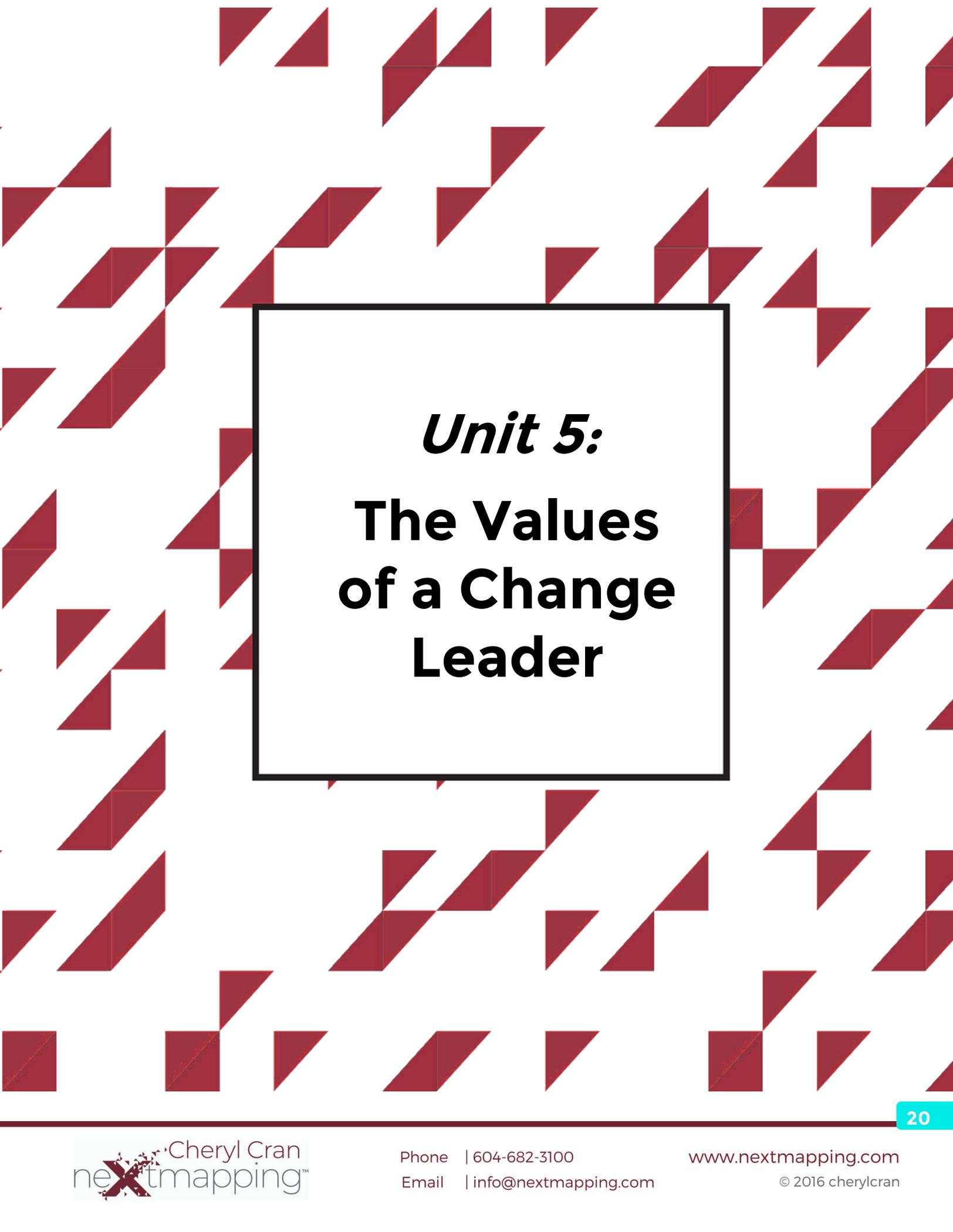
### The questions we ask ourselves to really stay true to being a Change Leader are very important.

Take time to think about the questions, answer and come up with any other questions that may come to mind that you should be asking yourself as a Change Leader.

- Do you focus on leveraging results with people?
- Do you want to help others get to a new future?
- Do you lead change rather than react to change?
- Do you consider yourself flexible? If so how? Give some examples
- Do you look for and see connections from the past, the present and the future?
- Do you look for and see connections between yourself and the people who work with you?
- Do you look for and see connections with your customers and how they are responding to your product and your service?
- Do you look at how your products and services can better meet the needs of your customers and engage your employees to provide ideas and suggestions too?
- What are you doing to see the past, present and future convergence and seeing all of the connections?
- Do you see the link between what's going on externally and how it is affecting what's going on with you internally? Asking yourself 'what's going on with me with all of the things that are happening around me now?'

# MY JOURNEY NOTES FOR UNIT 4





***Unit 5:***  
**The Values  
of a Change  
Leader**

## The Values of a Change Leader:

- The number one value of a Change Leader is people. They value people, they enjoy people, they want to help people, and they want to be around people, they find people fascinating.
- Another value of a Change Leader is the ability to transform. Transformation is a key focus of a Change Leader. They want to transform themselves, they want to transform others, they want to transform the workplace, they want to transform the industry they are in and perhaps even transform the world!
- There's an evolutionary desire of a Change Leader to continually get better at what they do and also help others get better at what they do too.
- Transformation is another key value of a Change Leader. They value the growth and transformation that comes with being a Change Leader.
- Another key value is inspiration. Change Leaders are focused on inspiring and looking for inspiration for themselves and looking for ways to resource themselves
- Another value of a Change Leader is sharing power
- Another value of a Change Leader is committing to the Hero's Journey

## Questions for Change Leaders to ask themselves:

- Do you look for opportunities to help others succeed?
- Are you focused on transformation the majority of the time? Constantly evolving, growing, going beyond, not accepting the status quo
- Do you willingly share power and seek to empower others?
- Are you sharing knowledge?
- Do you share recognition?
- Are you giving resources to help others succeed?
- Are you sharing what you know, and sharing where you get your information?
- Are you focused on continual growth and learning?
- Are you on a Hero's Journey or have you even looked at your work as a Hero's Journey? Rather than looking at it simply as a job that you just need to get through everyday.

While you answer the questions come up with specific examples in your notes for this Unit of how you are embodying each of these values.

**MY JOURNEY NOTES FOR UNIT 5**





***Unit 6:***  
**The Skills for a  
Future of  
Work Change  
Leader**

## The skills for a future of work change leader are more evolutionary and beyond the basic foundational skills

### **STRATEGY is a skill for a future of work change leader**

In the course materials use the WOW Assessment model developed by Cheryl Cran. The WOW Assessment focuses on What's working, What are the opportunities and What's next.

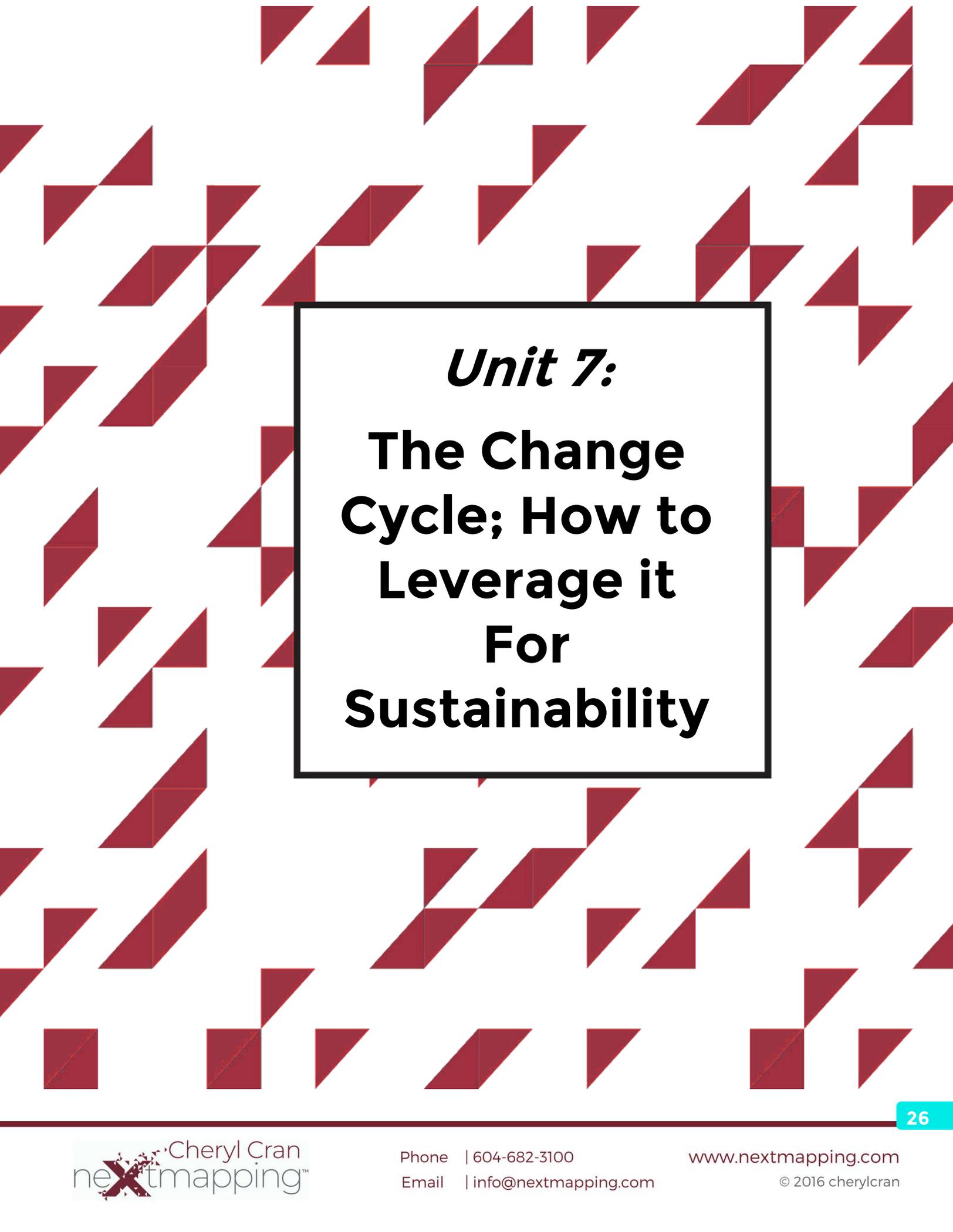
A future of work Change Leader has the ability to mobilize teams in a faster, more rapid synergistic way than ever before. Having the ability to recognize the personalities, the generational differences, all of the factors that make up the dynamics of the people on the team.

At this stage you're really like a maestro with the future skill of a change leader. You not only see what's has to happen but you can also come up with the behaviors, the strategies, and actions that mobilize everyone working towards a common goal to come up with creative solutions and to work together more effectively.

**This goes beyond foundational leadership skill it's about bringing the change leader values and mindset into everything that you do now.**

# MY JOURNEY NOTES FOR UNIT 6





***Unit 7:***  
**The Change  
Cycle; How to  
Leverage it  
For  
Sustainability**

# The Change Cycle

## There are six stages to the change cycle

You want to be the majority of the time on the **Discover, Future, and Integrate** side of that wheel. If you find yourself in the **Change, Past, Resistance** side we want to recognize that we are there and resource ourselves to move out of there.

## Print the Change Wheel provided in your course resources.

Each stage of the change cycle is absolutely normal and necessary. We want to acknowledge where we are in the change cycle and we want to leverage to get to the Future focus as the ultimate goal and the Integrate section that's where we want to be.

The first step is to recognize where you are and it goes back to the **3 'A' approach** which is you want to be **'Aware'**, to **'Acknowledge'** and to **'Accept'** where you are now.

**Make a conscious choice to move through Discover and Integrate**

**Hold yourself accountable to where you are and where you want to be and what can you do to get there**

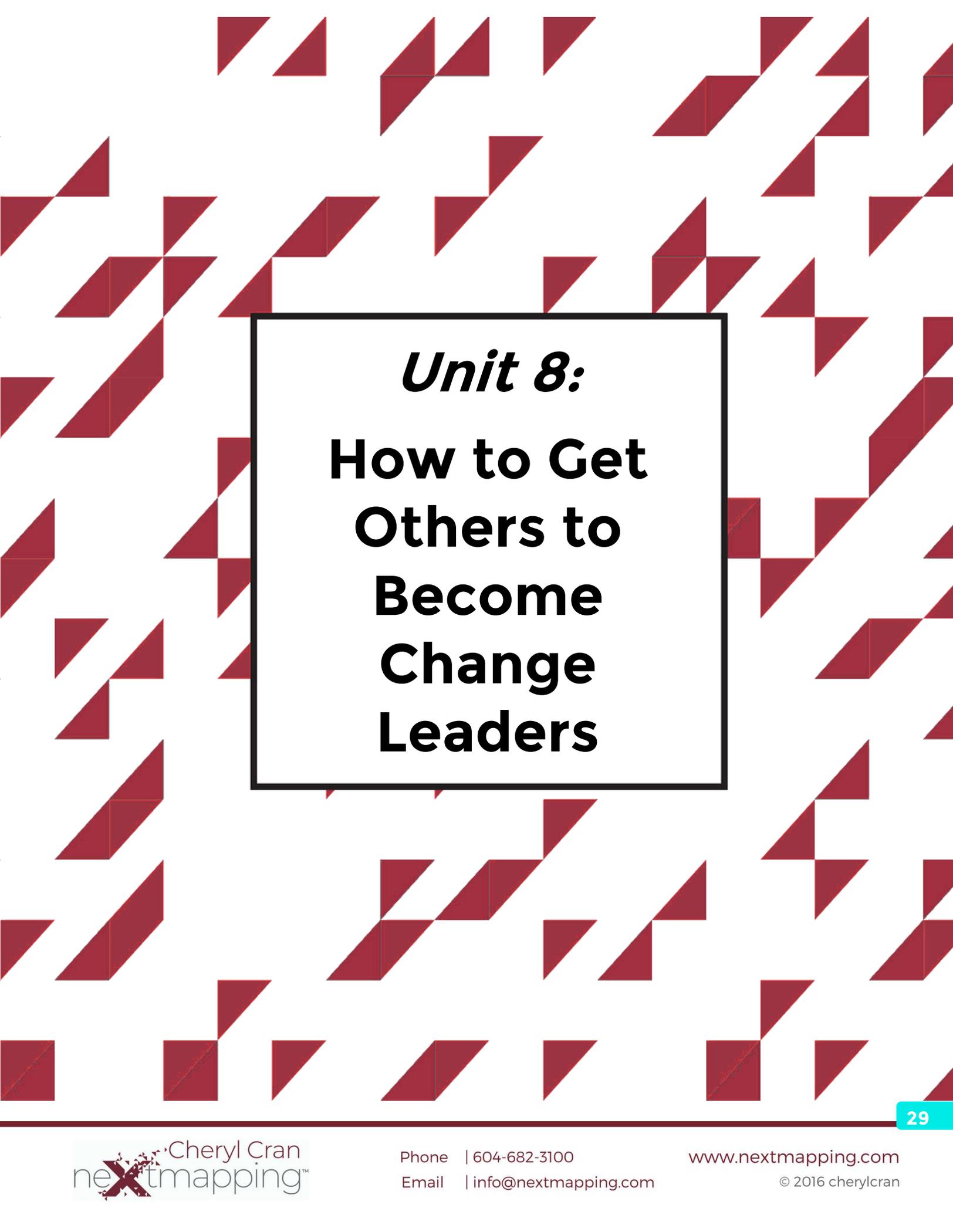
**Know how you resource yourself beyond the current level you have**

Make a list of some of the things that resource you and keep the list handy of what you can do to get yourself out of that place of being afraid or defensive and into a more energized place

**TIP: Leverage the Change Cycle for others**

# MY JOURNEY NOTES FOR UNIT 7





***Unit 8:***  
**How to Get  
Others to  
Become  
Change  
Leaders**

**So by now you have 100% bought into becoming a Change Leader... now you're thinking "how do I get others to do this?" "How do I get others to be Change Leaders?"**

## **There are 5 steps that we can do to get others engaged in this**

- Be really clear and get others engaged in your vision
- Coach them to be influencers
- Help them see the compelling future
- Tap them into their unique role
- Recognize and reward those who are leading change

## **Be really clear and get others engaged in your vision**

- What is your vision that you see?
- Whether you are currently in a leadership position or you are an emerging leader remember my main philosophy is "Everyone is a Leader." So you still can influence at any level here with what we are learning in these courses.
- Engaging them in the vision means letting people know what your vision is.

## **Coach them to be influencers**

- Right now when you look at the people around you there are people that naturally are change leaders. They are optimistic, they are driving change they're not afraid to speak up, they come up with ideas and solutions.
- You want those people to become your influencers. Your coach conversation with those people would be, "I would really like to engage you as a change leader influencer on my team." "I will tell you my vision, please tell me your vision and let's bring them together to create the change." You want to coach them to be influencers. I go into more depth about this in my book 'The Art of Change Leadership.'
- When you coach people to be your influencers, by the sheer number of people that have the same vision you're creating the change that you want to see.

## Help them see the compelling future

- A lot of times people can only see what's directly in front of them. You want to take them to where the ultimate is and you're going to be there, you're not afraid of the risk, you are going to work with them and you're going to share the power. That's what you want to integrate with them and let them know.

## Tap them into their unique role

- What is the unique role of everyone on your team in leading the change? It goes beyond their job description. They complete their tasks however what is their unique gifts that they bring to the job?
- What are their unique talents that you can tap into? When you do that's what going to inspire them to be a change leader. You want to focus on how they are unique as well as part of the whole and together you can create the change you want to see

## Recognize and reward those who are leading change

- Often times in organizations recognition and rewards is for completion of the tasks on the job descriptions but not for the behaviors that are positively contributing to the energy to the success of the organization overall. You want to look at reward, and recognize team members when they are exhibiting change leader attributes.
- They are looking for verbal recognition, they are looking for group recognition, and they are looking for on-going feedback about how they are doing.

# MY JOURNEY NOTES FOR UNIT 8





***Unit 9:***  
**The**  
**Communication**  
**Style of a**  
**Change Leader**

## The language of a Change Leader is (r)evolutionary

The values and the mindset of a Change Leader are:

- Inspirational
- Engaging
- Compelling

**Change Leaders are people with vision and energy!**

The Inspirational language of a Change Leader is always future focused and about solutions

**NOTE:** if you sometimes feel like a glorified baby sitter and you feel employees are coming to you saying the same thing over and over again about the same problems it's likely you have not been consistent in making them solution oriented.

**As a leader you are a facilitator of solutions**

According to recent surveys; one of the biggest challenges is employees don't feel they are being told the truth

Therefore...

Two big opportunities for the future of work;  
**Trust and Transparency**

**Remember...Your language is less about 'I' and more about 'We'**

### No More Silos

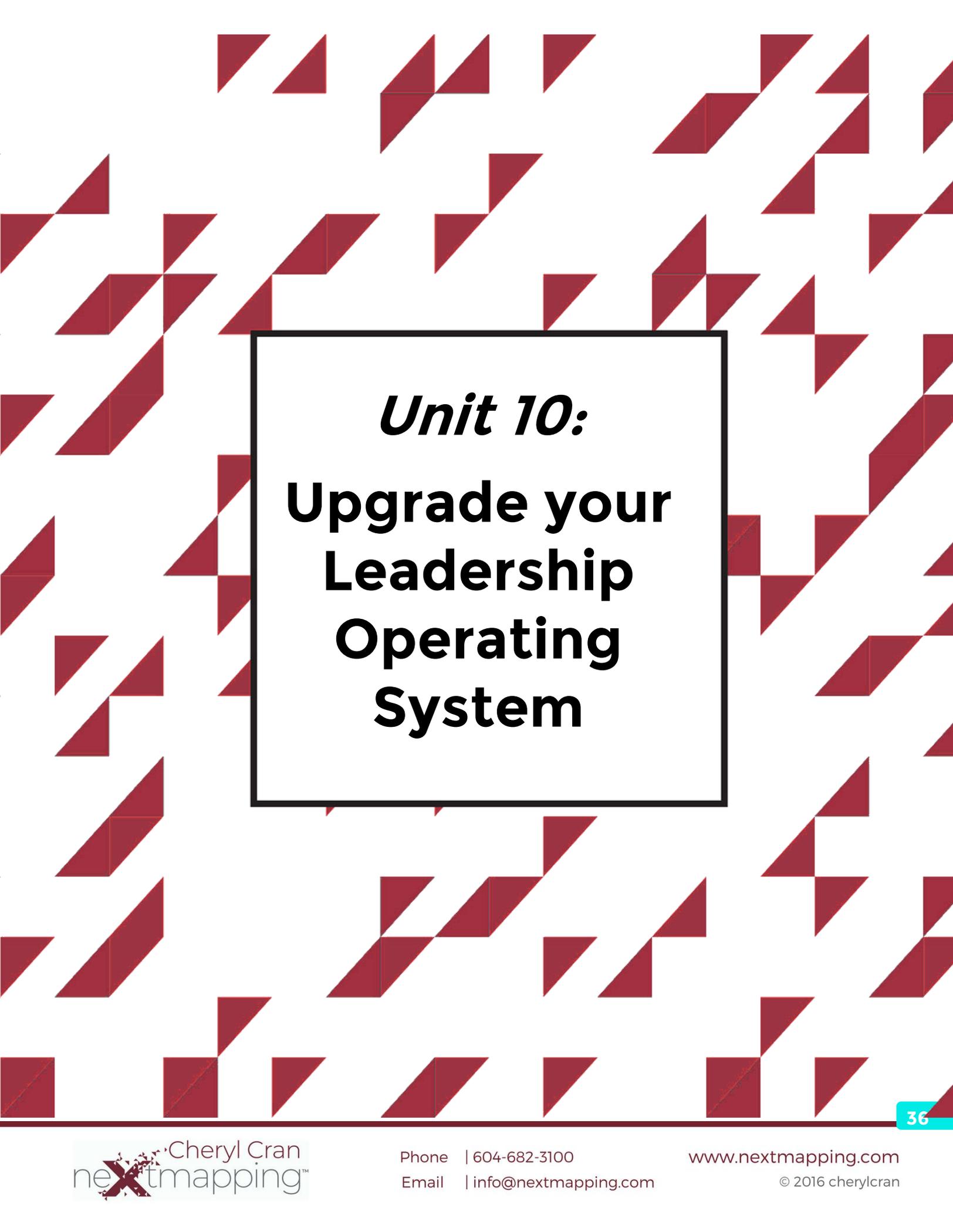
Silos will only be broken down by a multitude of change leaders working together willing to do it, willing to form partnerships and form collaborations

### Conflict is Not Bad

Conflict management is a foundational leadership skill. There is a way to be a master at leveraging conflict for creative solution and that's done through the Change Leader approach

# MY JOURNEY NOTES FOR UNIT 9





*Unit 10:*  
**Upgrade your  
Leadership  
Operating  
System**

## VISION

- Where you see yourself

## MAP & PLAN

- Create a visual vision board

## HAVING MULTIPLE PERSPECTIVES

- Research shows the average human can hold 2 perspectives at once. (Self & Other). Ken Wilbur says in Integral Theory that humans are upgrading their O/S to hold multiple perspectives. Thinking, Processing, Deciding and Solving is all happening at the same time.
- For Example if someone comes with a complaint you are thinking beyond the complaint to a possible solution while listening so it's all happening at the same time, that's multiple perspectives.

## Agility and Being able to Anticipate Change

- Using creativity in your solutions, then leveraging people and process

## Be creative

- As a Change Leader with an upgraded O/S you are no longer reacting to change you are anticipating change in advance

Because of the speed of technology, we are thinking, responding and leading in a more rapid, creative, agile way, as such Change Leaders need an upgraded Operating System (OS).

## The 7 different ways of upgrading your leadership OS:

- Have the vision
  - Have a map and a plan
  - Having multiple perspectives
  - Be creative
  - Be able to anticipate change
  - Be agile
  - Able to come up with solution
- 
- Have the vision

For in-depth and detailed information in addition to the course material it can be found in Cheryl Cran's new book 'The Art of Change Leadership- Driving Transformation in a Fast Paced World' available at Amazon and Barnes and Noble.

**MY JOURNEY NOTES FOR UNIT 10**





***Unit 11:***  
**Emotional  
Intelligence as  
a Change  
Leader Tool**

# Emotional Intelligence as a Change Leader strategy

## HIGH EI IS KEY

When you have Emotional Intelligence you are able to understand the range of where people are. So you first have an awareness of your own EI and you are able to connect with people, that is being emotionally astute, emotionally aware. EI is a key feature of Change Leader workplace ability, it's an intelligence that's going to help you lead change in a more effective way.

## EI vs IQ

EI helps you build the skills and abilities to lead change. Knowing where people are emotionally goes far beyond intellect. A lot of times people with high IQ's have been given superiority over others but they have very limited EI. Which means they might be intelligent but they don't know how to get along with people. The future of work is about getting along with people!

## Daniel Goleman's 5 main elements of EI:

- Self-Awareness
- Self-Regulation
- Motivation
- Empathy
- Social skills

## Generational Intelligence:

Generational Intelligence means not only do you know the demographics of the Generations but you know the values of each of the Generations so you are easily able to adapt. It's part of your multiple perspective ability.

**Zoomer:** is a Baby Boomer who refuses to age! Typically a Zoomer is mid to late 50's and older, up to late 60's early 70's

**Traditionalist:** is beyond 70

**Gen 'X':** are late 30's to mid 50's

**Millennials or the Gen'Y':** are in their 20's

**Cusper** at 30 years of age is a Gen 'X' Gen 'Y' Cusper

**Generation 'Z':** Anyone younger than 20

# Facilitation of Generations Intelligence

There is something to be learned from each Generation. Getting to the place where you can appreciate each of the values and skills that they bring. The future of work is about multiple Generations coming together sharing their intelligence and coming up with collaborative solutions.

## GOAL

Developing your Generational Intelligence is a key intelligence for a future of work Change Leader.

### Creative Intelligence

What does it mean to have creative intelligence? It means you are leveraging your creative thinking as a multiple perspective the majority of the time. You are always looking for a creative solution.

This is a future of work skill as a Change Leader. The more creative solutions you can come up with the more energy it brings to others and the faster you are moving things forward. As an intelligence this is something we want to build on, develop and continue to improve.

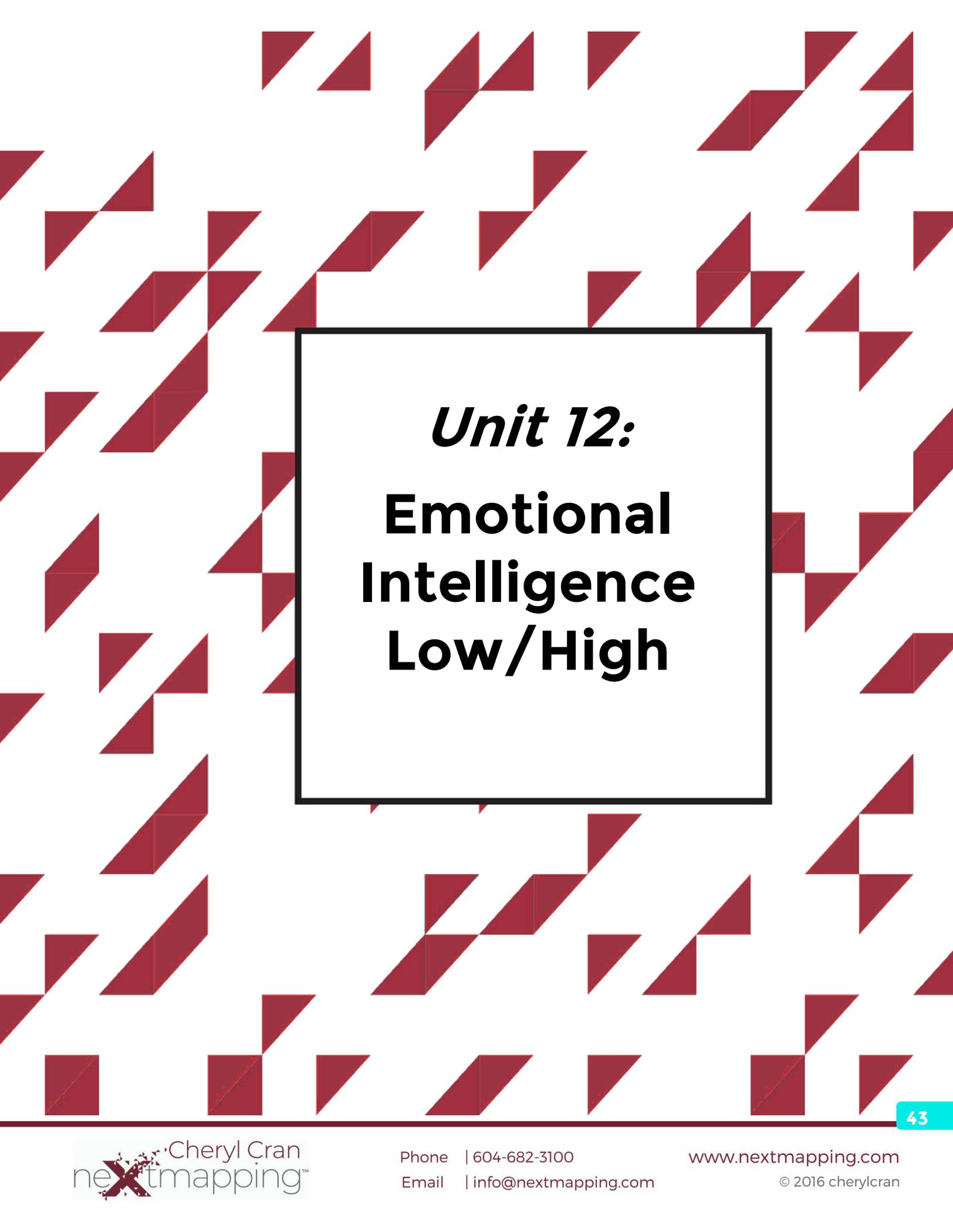
### Multiple Perspectives

So using multiple perspectives you're fine tuning your OS to think 'I can see the big picture' while still being able to dial it back and see what's right in front of you.

This a skill that we must continue to develop in order to upgrade our leadership Operating System.

# MY JOURNEY NOTES FOR UNIT 11





*Unit 12:*  
**Emotional  
Intelligence  
Low/High**

As a Change Leader skill a key component of being successful in the future of work is Understanding Emotional Intelligence and the value of it for leading change in the workplace

## Examples of someone who has low EI and someone who has high EI.

### Someone who has lower EI will be:

- More aggressive
- Controlling
- Demanding
- Critical
- Easily distracted
- Glib
- Resistance to change
- Picky
- Hard-nosed

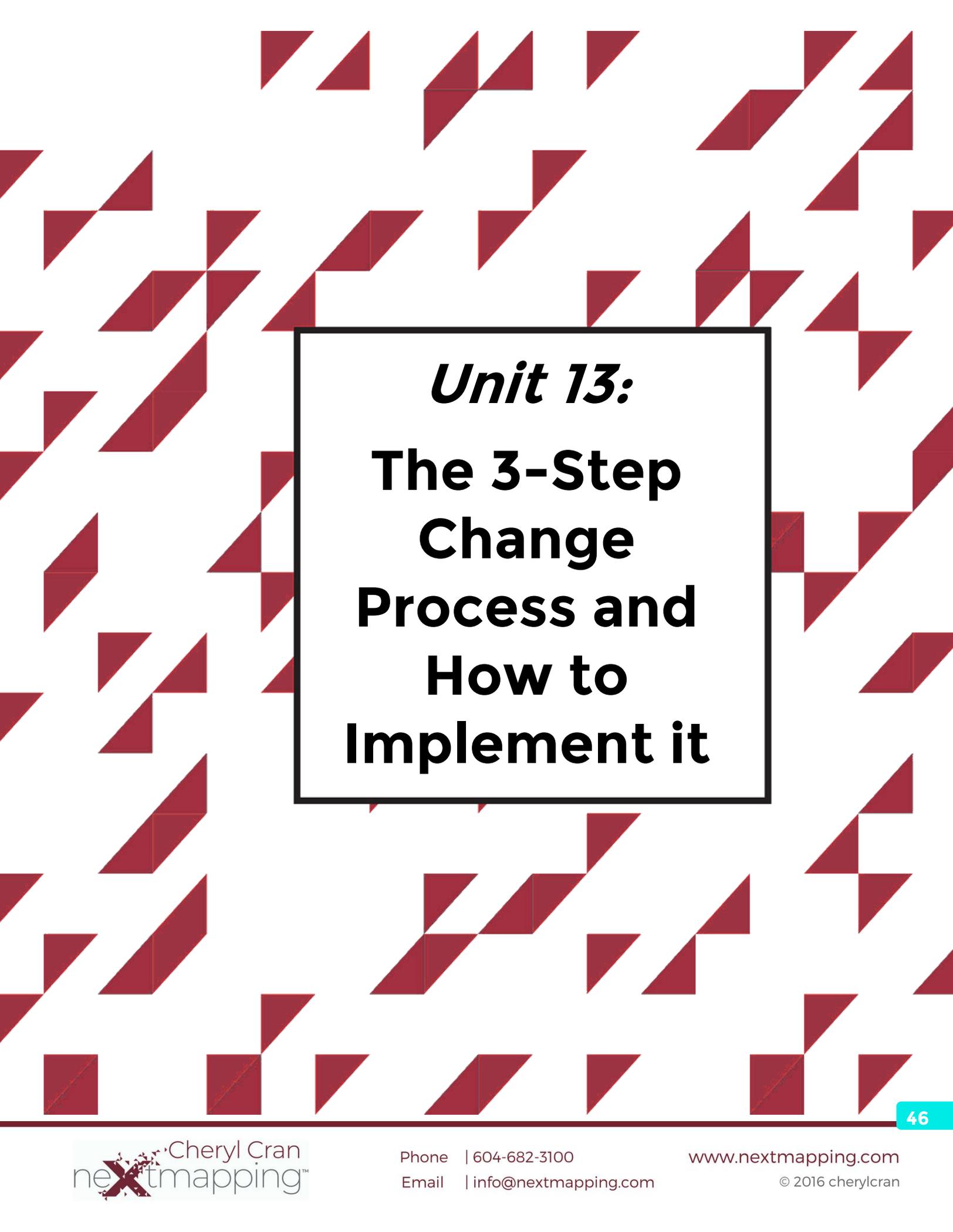
## Notice the similarities to the old style leadership style of Autocracy

### High EI is very linked to the change leadership approach is about:

- being assertive
- ambitious
- driving
- strong willed
- decisive
- warm
- enthusiastic
- inspiring
- persuasive
- patient
- stable
- predictable
- consistent
- good listener
- detailed
- attentive
- meticulous
- neat

## MY JOURNEY NOTES FOR UNIT 12





***Unit 13:***  
**The 3-Step  
Change  
Process and  
How to  
Implement it**

# The 3-step Change Process that you can use without fail that you can use to be the change leader you want to be.

## Our 3-step change process is:

- embrace disruption
- commit to the Hero's Journey
- celebrating your successes

### Embrace Disruption

- be able to re-group and go through the change cycle rapidly
- come up with creative solution
- a pivot skill. When something happens you can pivot, come up with a creative solution and solve the issue
- going into creative questioning
- looking at yourself and determining what this situation is making you afraid of

### Commit to the Hero's Journey

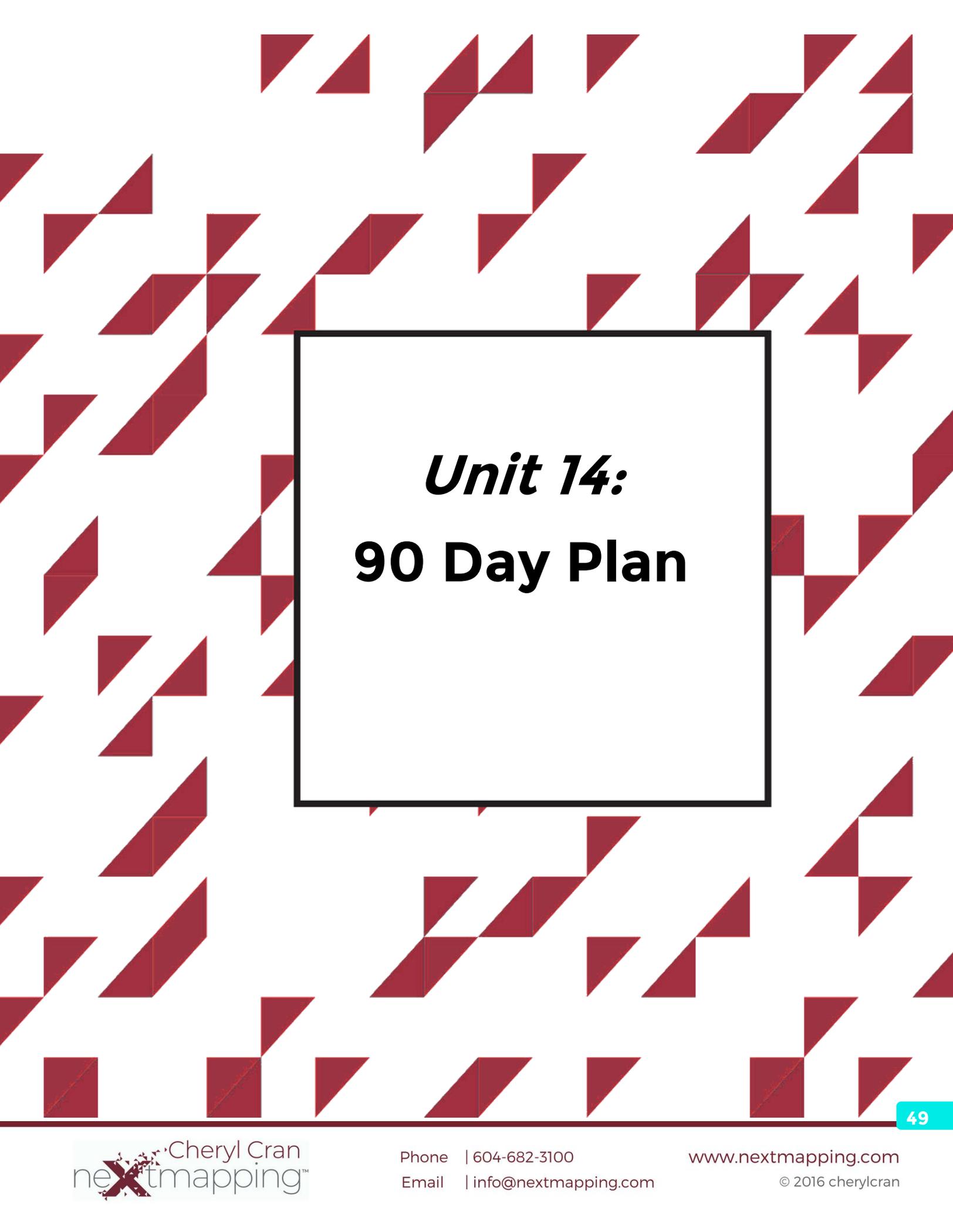
- you are willing to look beyond your role
- what your unique gifts are
- you're willing to look at what you really want to do with your work how much money you want to make, the legacy you want to leave, the people you want to affect, the changes you want to impact others with, the philanthropy you want to do all of those are parts of the Hero's Journey.
- who are you as a person
- what you want to bring
- how do you want to inspire others that's all part of the Hero's Journey

## Celebrating your successes

- including the mini-successes the mini-wins
- like any good project you have to manage the process, measuring the milestones, rewarding the progress, and communicating the success of the project.
- A lot of changes are made and then on to the next one without taking the time to celebrate the success and the impact it's made on the organization and it's people. So you have to come up with ways to celebrate.

# MY JOURNEY NOTES FOR UNIT 13





***Unit 14:***  
**90 Day Plan**

**We are really committed to helping you change as you go through our programs**

You will see your 90 Day Plan in your course material for you to determine and write down your goals, targets, what you want to change in the next 90 days etc.

**This will be your guideline for those of working with a coach if you're not working with a coach you can work with a buddy. We can match you with someone who is taking the course at the same time. So you have options.**

**The key is: Holding yourself accountable to implement what you have learned so you can integrate it and make a huge impact as a future of work Change Leader.**

MY JOURNEY NOTES FOR UNIT 14

