


Personal Mastery

diambil dari

The Fifth Discipline

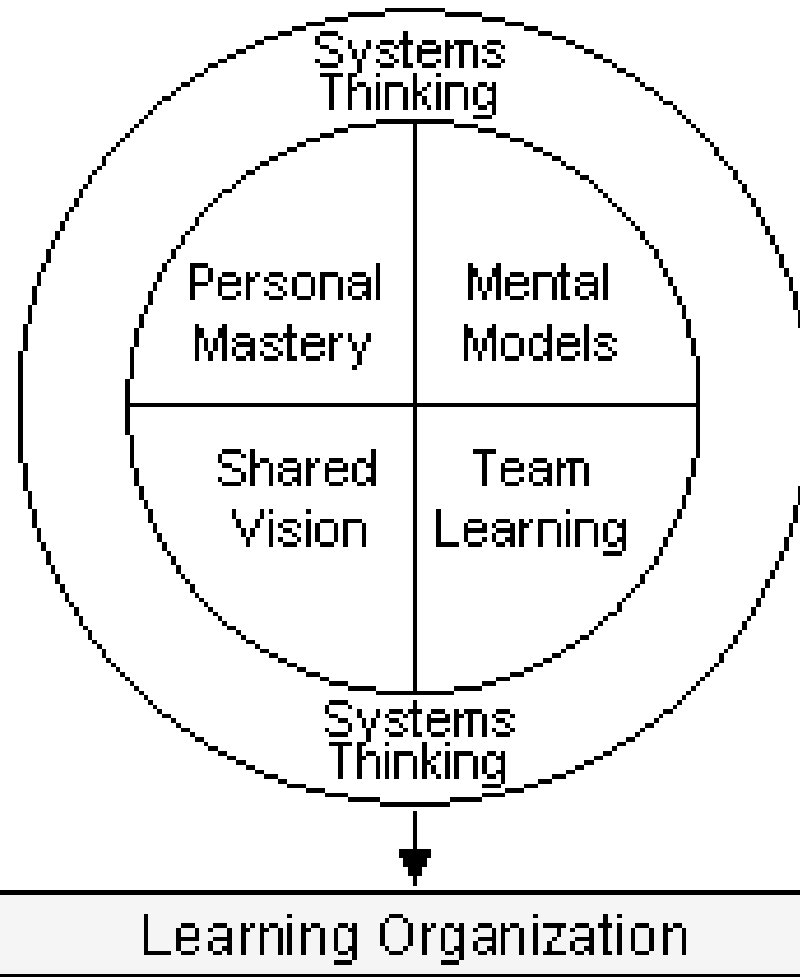
Senge, P. M. (1990). *The fifth discipline: The art and practice of the learning organization.*

New York: Doubleday.



The five disciplines include
personal mastery , mental
models , shared vision , team
learning and systems
thinking

Fifth Discipline (Senge)



Personal Mastery

Mastery can also mean a special level of proficiency. People with a high level of personal mastery are able to consistently realize the results that matter most deeply to them in effect, they approach their life as an artist would approach a work of art. They do that by becoming committed to their own lifelong learning.

Personal Mastery

- organizations learn only through individuals who learn
- never “arrive”; in continual learning mode
- strive to clarify and deepen personal vision
- deeply aware of growth areas and tension between vision and reality



Personal Vision

Holding Creative Tension

**Structural Conflict: The
Power of your Powerlessness**

Commitment to the truth

**Using the
Subconscious**

**Personal
Mastery**

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graph LR; A[Personal Vision] --> E((Personal Mastery)); B[Holding Creative Tension] --> E; C[Structural Conflict: The Power of your Powerlessness] --> E; D[Commitment to the truth] --> E; F[Using the Subconscious] --> E;
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Personal Mastery

The Core Disciplines

- Personal Mastery
 - Continually clarifying and deepening our personal vision, of focusing our energies, of developing patience, and of seeing reality objectively
 - Mastery means a special level of proficiency; people with a high level of personal mastery consistently realize the results that matter most to them

Personal Mastery

The Core Disciplines

- A commitment to excellence, holding yourself to a high standard of performance
- Self-insight into what really matters to you
 - What do you think deserves your best effort?



Holding Creative Tension



Structural Conflict: The Power of your Powerlessness



Diambil dari UNDP

Personal Mastery:

- The ability to clarify and create what is most important to us.
- Self-awareness and the application of its knowledge.
- Developing and mastering the capacity to achieve it.

Characteristics of People Expressing Personal Mastery

1

Creative Orientation

2

Deep sense of purpose

3

Ability to seek and tell the truth

4

Courage of Conviction and Ability to Choose

5

Awareness and expression of natural curiosity

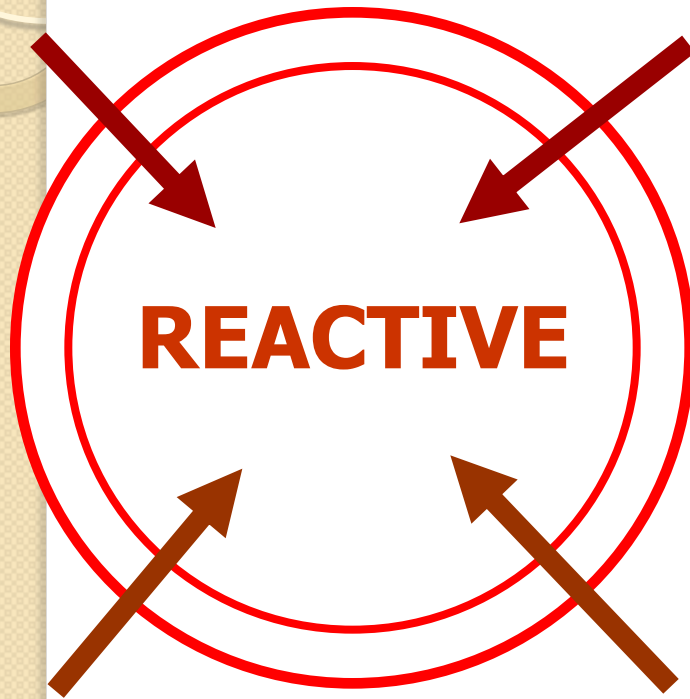
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Commitment to continuous lifelong learning

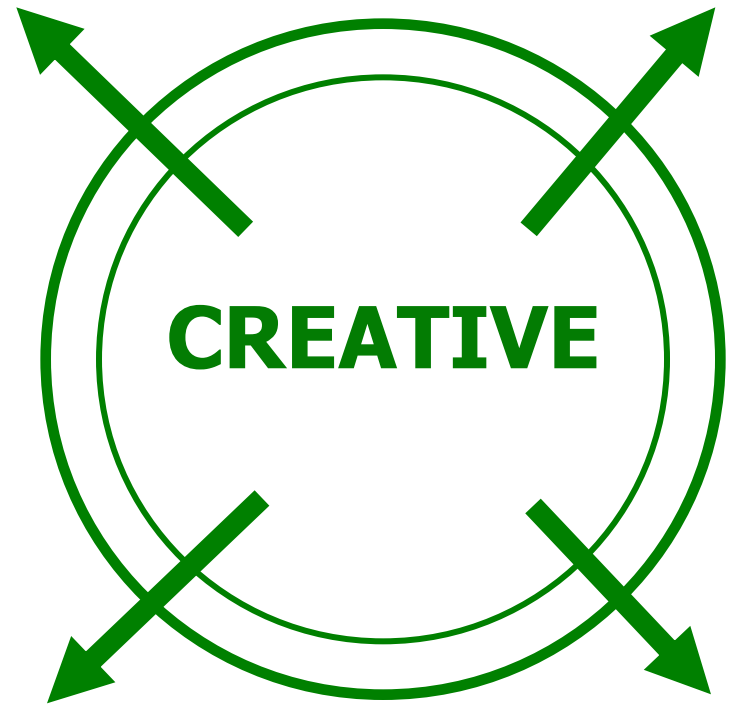
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Ability to be self aware and reflect and adjust in the moment

Fundamental Orientation:

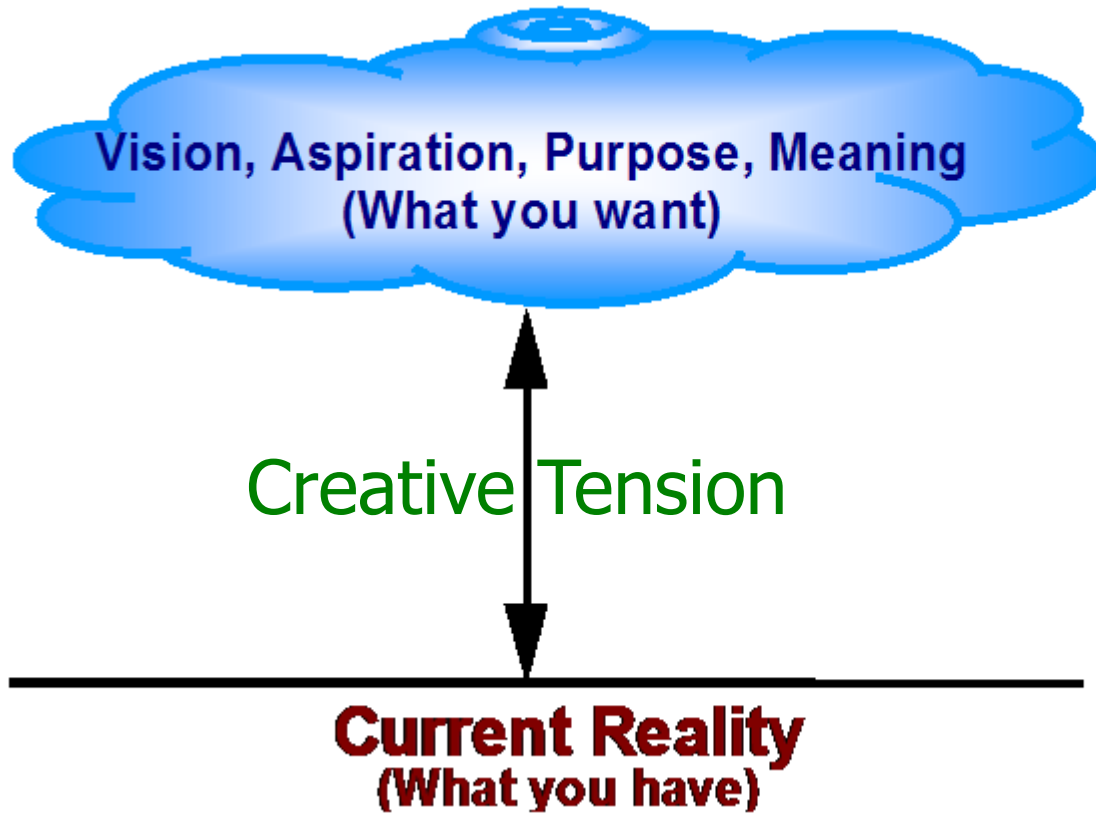


Life Happens to me !



I Make Life Happen !

Fundamental Orientation:



Key Points

1

Mind is the Key !

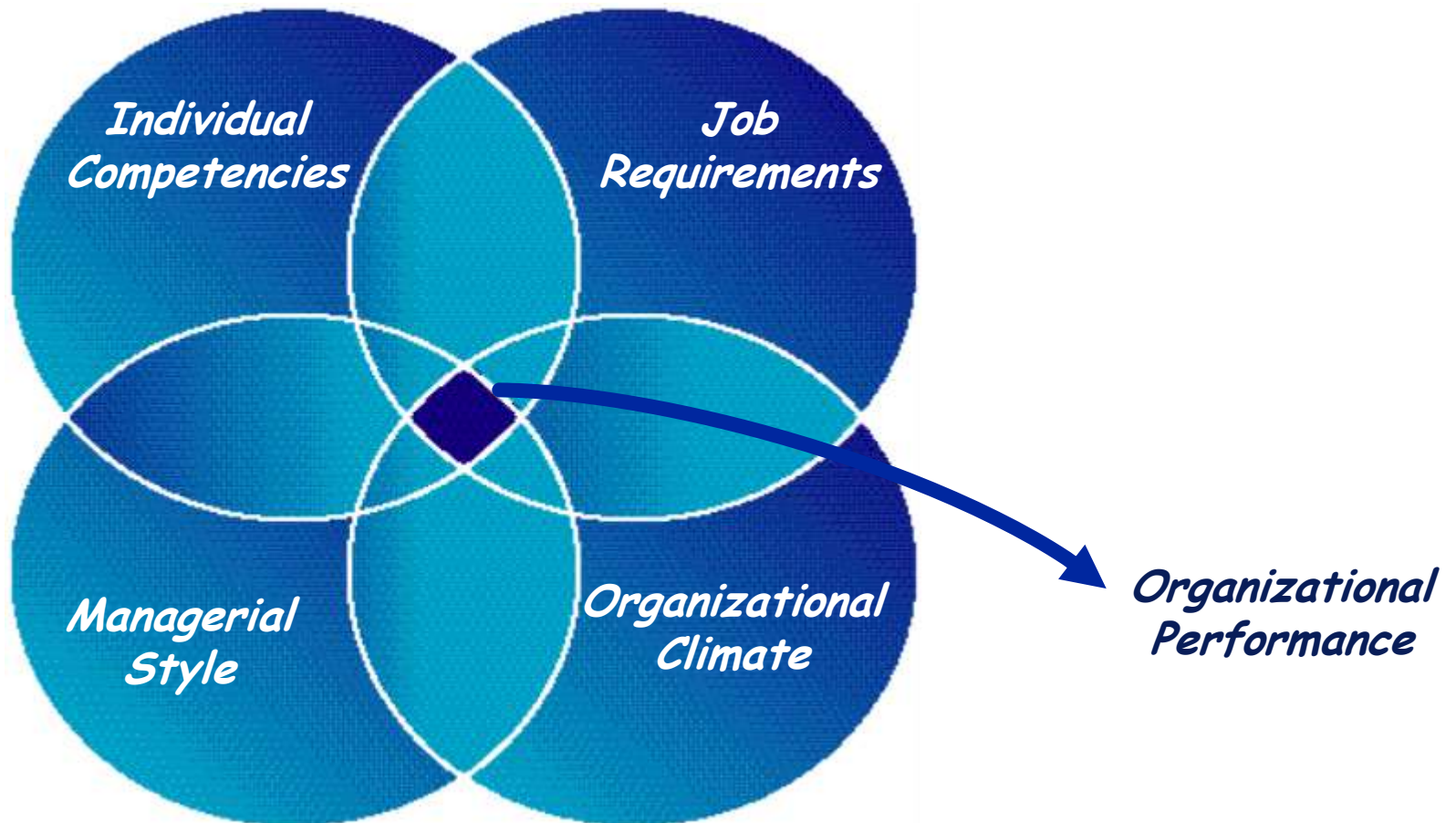
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Some ways of thinking are more powerful than others.

3

Focus on the Results.

The Hay Model: *How Managerial Excellence is Achieved*



Individual reflection & Group Exercise

1. What do you think is the Role of a NPO?
2. What Goals and Objectives do you want to achieve?
3. What would be the measures of success?
4. What Competencies are required to be a successful NPO?
5. What challenges and constraints do you have and how do you overcome them?
6. What learning support do you require to be more effective?

THE CONTEXT OF CHANGE . .

The only sustainable competitive advantage that Organisations (Teams & Individuals) will have in the future is the [ability to Learn faster than their Competitors.](#)

- Arie De Gues, Ex- Head of Strategic Planning, Shell & Author of " The Living Company"

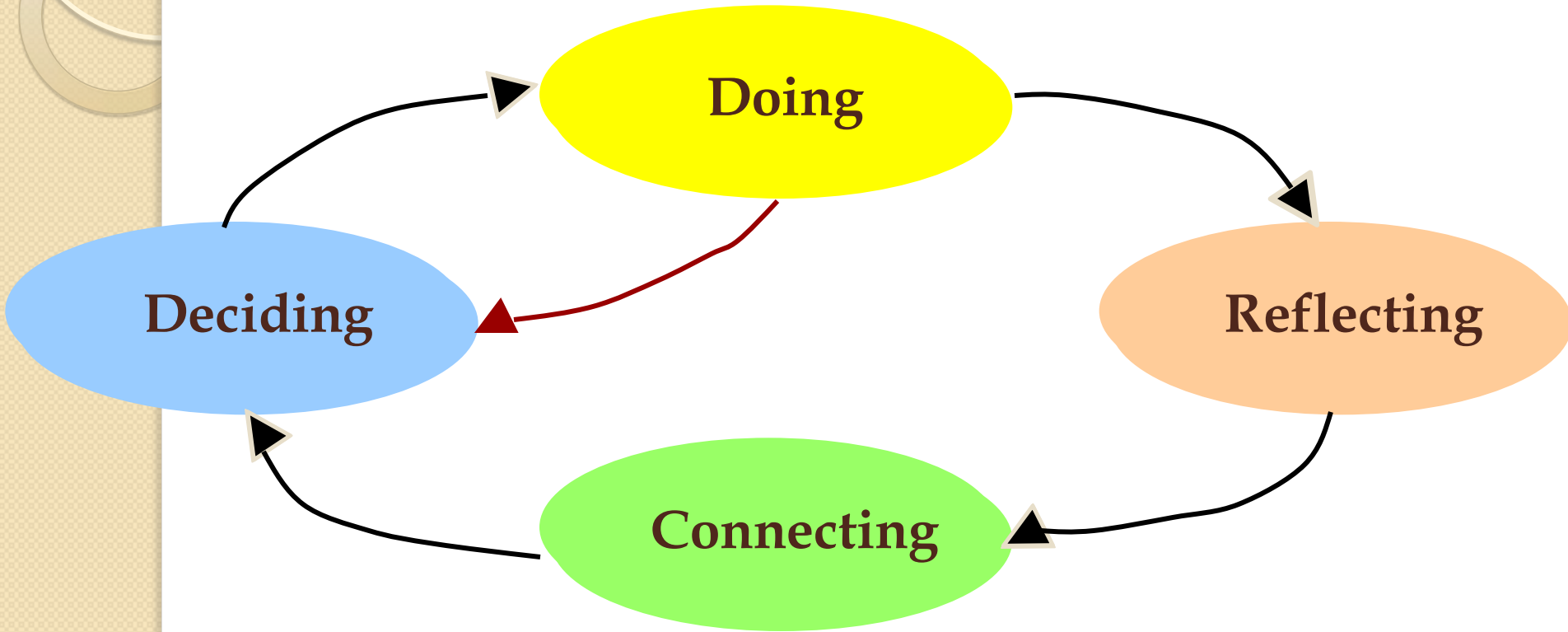
BARRIERS TO INDIVIDUAL LEARNING

- ❖ There are right answers and there are wrong answers.
- ❖ **It's bad to be wrong.**
- ❖ For me to be right, you have to be wrong.
- ❖ Someone knows the right answer.
- ❖ **Wait, you'll eventually be told what to do and how.**
- ❖ Learning is not work.
- ❖ We learn to perform for external approval.

BARRIERS TO ORGANISATIONAL LEARNING

- ❖ I am my position
- ❖ The enemy is out there
- ❖ The illusion of taking charge
- ❖ Fixation on events
- ❖ Boiled frog syndrome
- ❖ Delusion of learning from experience
- ❖ Myth of the management team
- ❖ Tyranny of the urgent

THE CYCLE OF LEARNING



A Learning Organization is . . .

... a group of people who are continually enhancing their capacity to create the results they want. If you think about this statement, it has two parts to it:

Firstly, you have to know what you want to create, so you're continually reflecting on your sense of purpose, vision.

And secondly, you have to be continually developing the capability to move in that direction."

- Peter Senge, 1990

BELIEVE YOU CAN

MAKE A DIFFERENCE AND

YOU WILL!

Where do leaders operate?

Beyond Imagination

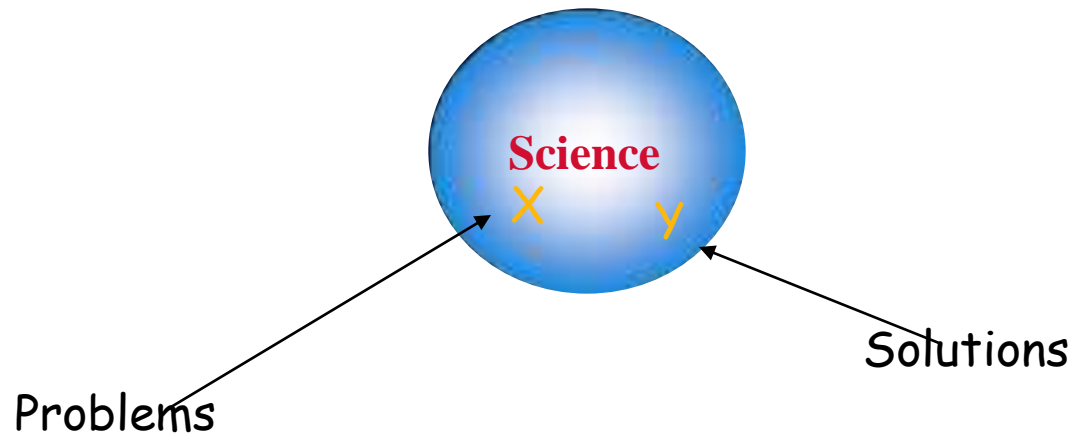
That's Impossible

Looks Difficult

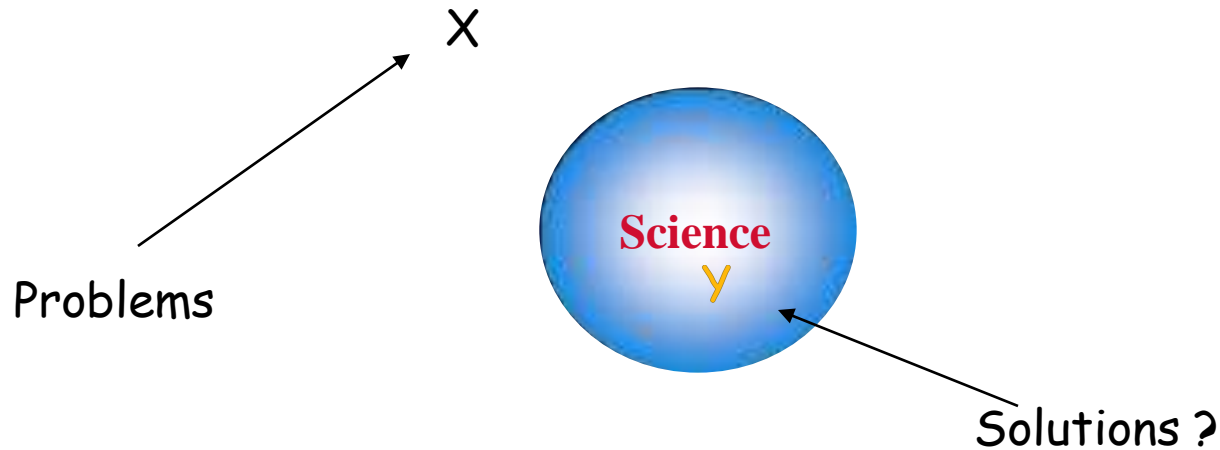
Easy to do



Evidence-based thinking and science of the day



What happens when the problem lies outside of the science of the day?

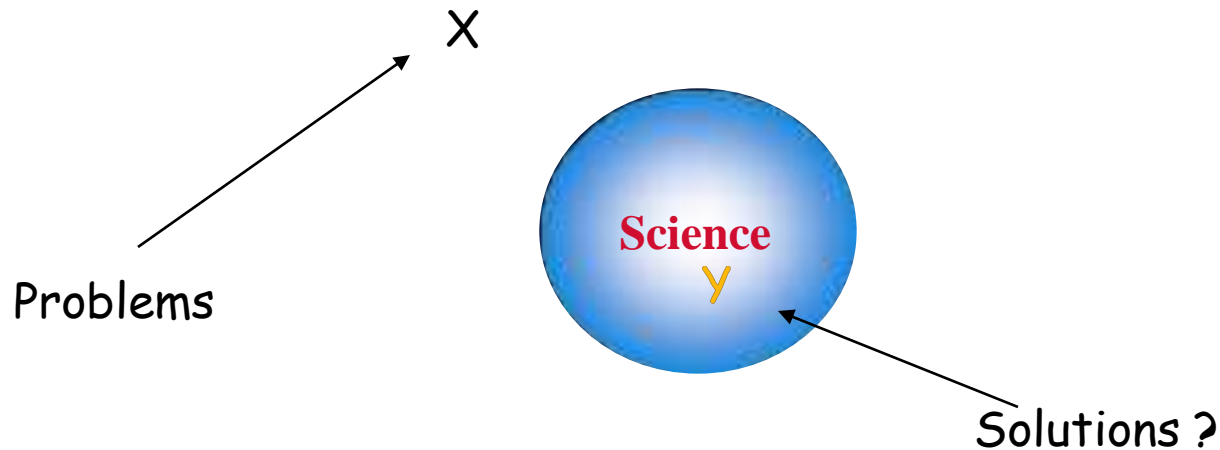


What happens when the problem lies outside of the science of the day?

That's difficult!

That's impossible!

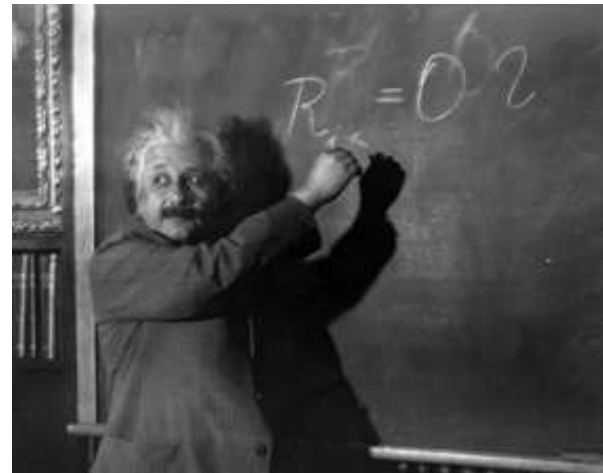
That's beyond
imagination!



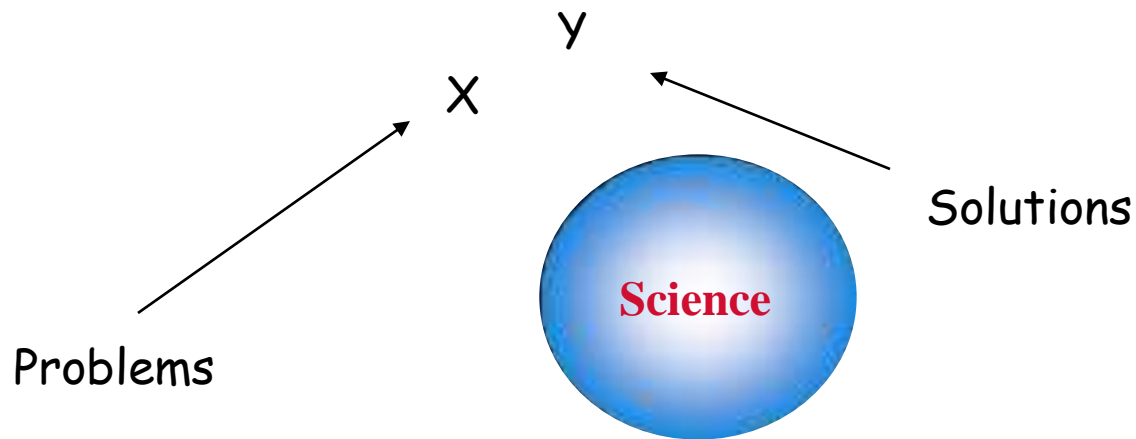
Our best thinking got us here.

The problems that we face cannot be solved by the same level of thinking that created them.

Albert Einstein



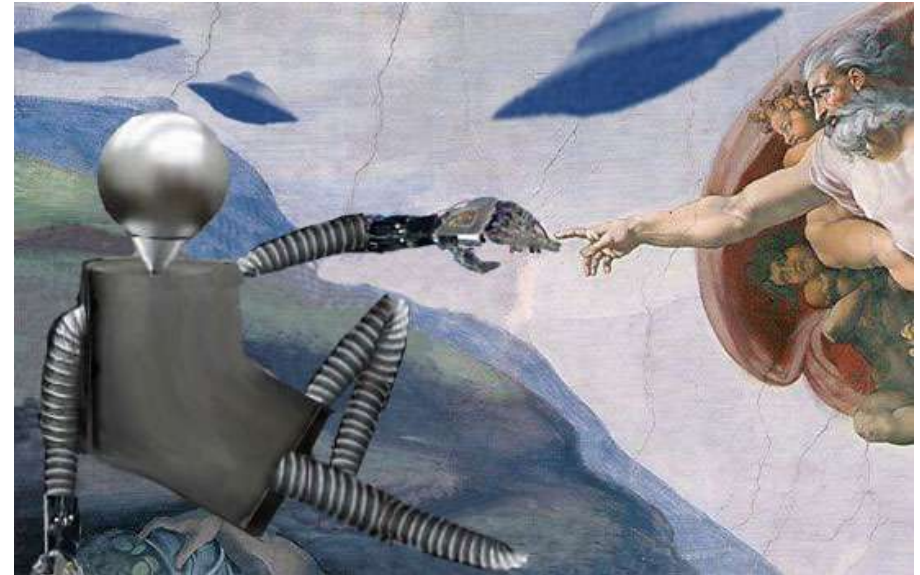
We need to find solutions outside of the science of the day!



Science values intuition and imagination too!

“Imagination is more important than knowledge.”

Albert Einstein



Where do leaders operate?

Science ten years from now

