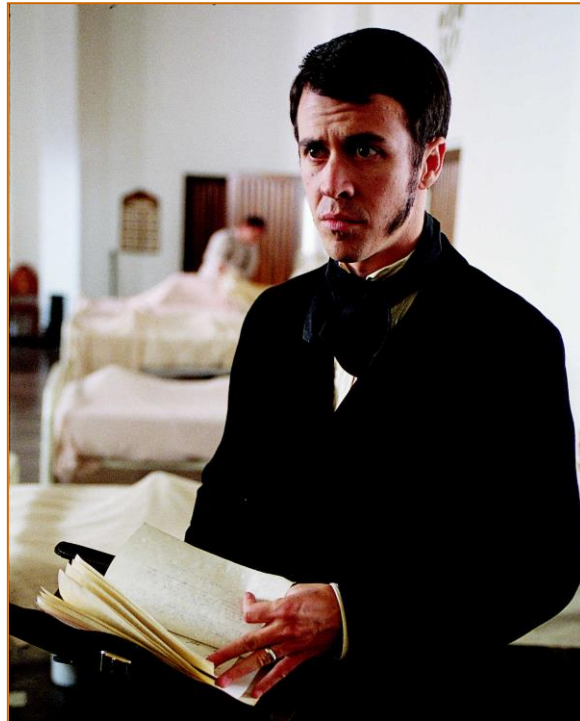


PREVIEW GUIDE



Leadership and Self-Deception

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INTRODUCTION

In our work and personal lives, we spend much of our time attempting to solve problems — big ones, little ones, simple ones and the not-so-simple. But what if all the various problems that irritate and provoke us in our lives were really just “one” problem? A problem that keeps all of our energy, and that of our organizations, focused on sustaining the problem? A problem so pervasive that probably no one in your organization even knows it’s a problem?

At The Arbinger Institute, we’ve discovered that there actually is such a problem at the heart of the human sciences. It’s called “self-deception,” and it’s a problem so deep that, until recently, only a small group of scholars even knew of its existence.

Arbinger’s consulting and research with organizations around the world has proven that “self-deception” in the workplace isn’t simply an interesting quirk of human dynamics, but is directly tied to both individual and organizational “results.” In fact, “self-deception” is arguably responsible for more waste than any other single factor in the workplace. All of the common “people problems” that we typically face — relating to leadership, communication, conflict resolution, team-building, trust, among others — can be traced to “self-deception” in one form or another.

As you might imagine, Arbinger has also focused a good deal of time and thought upon a solution to “self-deception.” And, after many years of study and research, we’ve uncovered a relatively simple one — but one that will not be obvious, even to the discerning observer, without fundamentally changing the way we look at ourselves and our interactions with others.

Now, The Arbinger Institute has partnered with CRM Learning to bring you what we believe you will agree is one of the most innovative and ground-breaking training programs you will ever have experienced: The LEADERSHIP & SELF-DECEPTION Workshop. In this workshop, which includes a gripping and engaging video, you will learn how to identify when “self-deception” is taking place and how it negatively affects you and your organization. Perhaps more to the point, you will learn how to implement a simple solution that can lead to more than just improvement, but to a virtual transformation of performance.

In short, a solution that changes everything, especially results.

— The Arbinger Institute

HOW TO USE THESE MATERIALS

This training workshop is divided into two sessions. Session 1 is appropriate for any training audience. Depending on your group and its interests and needs, you may choose to use Session 2, as well. Either way, all the materials you would need to lead both sessions are included in this package.

This training package has six components, each designed to help you teach this class: the Leader's Guide, a PowerPoint presentation on CD-ROM, ten Participant Workbooks, a *Leadership and Self-Deception* videotape or DVD, one copy of the book *Leadership and Self-Deception*, and 10 Reminder Cards.

LEADER'S GUIDE

The Leader's Guide is your teaching guide. It includes most of what you need to teach the class such as your teaching script, important background information, and master copies of activities to use in the class. Each section of the Leader's Guide is described briefly below:

Program Introduction

The program introduction provides an overview of the training.

How to Use These Materials

This is the section you are reading right now.

Background

Background explains the concepts behind the training. This is where you will learn what self-deception is and how it impacts leadership.

Learning Objectives

The learning objectives describe the basic concepts that you will cover in the course of the workshop. It describes what participants will get from the course. The purpose also includes a note on teaching strategy, as this course is unlike most you are likely to have taught in the past.

Class Sequence and Timing

The Class Sequence is basically the schedule and timing of the class components.

Preparation

In the preparation section, there is a list of all the materials you need to read, copy, and prepare before you teach each class.

Video Synopsis

The synopsis includes a short description of the content presented in the video. The synopsis is for your benefit but if you find a way to use it in your class, feel free to do so. It might well be used as a summary or review of the course.

Leader Script

There are two scripts included in this guide: a Leader Script for Session 1 and another Leader Script for Session 2. Each script is for you to use in delivering the respective courses. They guide you through the courses, from learning point to learning point. They include suggested wording, tell you what activities to have the class do and how to do them. The scripts tell you when to show the video, which materials to use, and when to use them. You are welcome to revise your scripts and adapt them to meet the needs of each class you teach.

Session 1 will provide participants with the “basics”: it introduces and explains the concepts of self-deception and its effects, and proposes some ways for participants to generate basic solutions.

If you choose to do Session 2, students will be required to read the book, Leadership and Self-Deception before attending the training. Session 2 goes into more depth on the concepts in the book; it requires participants to take an honest look at themselves, consider how self-deception affects their lives, and also provides some real-life applications to the concepts presented in the book.

The scripts also includes several visual aids to assist you:



Text “bubbles” (provided throughout the Leader’s Guide) give suggestions on what the trainer might say. Feel free to put these sections into your own words.



Slide icon to indicate when a PowerPoint slide should be used



Worksheet icon to indicate a particular worksheet



Video icon to represent video viewing

LEARNING OBJECTIVES FOR SESSION 1

PURPOSE OF THE LEADERSHIP AND SELF-DECEPTION WORKSHOP

The purpose of this workshop is to give participants a new perspective that puts them at the center of organizational problems and their solutions. Then, with this new perspective in mind, help them begin the process of analyzing and solving those problems.

In the course of the workshop participants will:

- Discover that there is often a single problem that underlies their other problems. For example, difficulties in communication, teamwork, leadership, loyalty, motivation, conflict resolution and so on are often manifestations of just one *deeper* problem.
- Come to understand that the deeper problem is self-deception.
- Define the concept of self-deception.
- Realize some of the devastating effects of self-deception.
- Discover why, despite its destructiveness, self-deception is so hard for people to see. In fact, they will learn how they themselves suffer from it.
- Discover that they contribute to many of the problems they complain about in their organizations.
- Learn that the solution to self-deception always begins with them.

Experience has shown that learning about self-deception and its solution is liberating. It sharpens vision, reduces feelings of conflict, enlivens the desire for teamwork, redoubles accountability, magnifies the capacity to achieve results, and deepens satisfaction and happiness. This workshop on self-deception and its solution—though only an introduction—will give participants new leverage in these areas.

A NOTE ABOUT THE TEACHING STRATEGY

We are often tempted to teach didactically—to just “tell” participants what we want them to know. That is not the case in this course. Here, we have created a learning experience in which participants discover important principles for themselves.

So, for example, the video does not explicitly teach any ideas or applications. Instead, it tells a profound story, a metaphor. After you show the video, you will guide participants through a process of discovering that, much like the people in the video, they too create problems without realizing it. In this process they will learn that they likely contribute to many of the very problems they complain about in the workplace.

LEADER'S SCRIPT

WELCOME AND SESSION OVERVIEW (5 MINUTES)

Welcome



Slide #1

Say:

Welcome to Leadership and Self-Deception: the hidden key to improving results.

Introduce yourself to the group if they do not know you. Tell them your name, and *briefly* state your background as it relates to training.

Today's workshop will last approximately four hours.

We all know that there are great companies and great working situations. If you have one, you are certainly lucky. Yet even in great situations, there is room for improvement.

I assume that your being here today means that you are interested in finding out what you can do to help improve things where you work.

This program is unlike any other program you have been through. I am not going to tell you what you will learn in the end, as it will be different for each of you.

It is more like a journey, even if you all go on the same trip, you will each have a different experience.

One of the great things about today's course is that each of us will get a chance to look at our own situations and see how what we learn today applies to our own lives and our own observations.

Ask:

Has anyone read the book Leadership and Self-Deception?

If any participants have read the book, say:

Great. I would just ask you to please keep what you learned from reading the book to yourself today, so everyone else has a chance to take their own journey.

Session Overview



Slide #2

Here is our itinerary:

- *Start with an activity to help us get to know each other (or know each other in a new way)*
- *Complete a survey*
- *See a video and talk about it*
- *Take a break*
- *Score and analyze our surveys*
- *Share some stories about our own situations*
- *Look back at what we learned to see what we can do differently with our new knowledge*

If you are not at the participants' worksite, be sure to point out the locations of phones, rest-rooms, etc.

Ask participants to turn all cell phones and pagers off.



ICEBREAKER (20 - 30 MINUTES) — THINKING ABOUT MY ORGANIZATION

Direct participants to the icebreaker questionnaires located on page 1 of the Participant Workbook. The icebreaker focuses on what is going right in their organizations in terms of management and leadership. The intent is to get the participants sharing and feeling safe with each other while at the same time, starting off on a positive note.

Define self-deception (5 minutes)

Say:

As you know, this workshop is called Leadership and Self-Deception. I wonder now, if you can tell me what we mean by self-deception. How would you define self-deception as it relates to you?

Take responses.



Show Slide #15

*“Self-deception is the problem of not knowing my role in the problem.”
—The Arbinger Institute*

Ask:

*So what do we mean when we say someone is self-deceived?
Why is self-deception a problem?*

Take responses.

VIDEO AS METAPHOR: FIVE KEY CONCEPTS (30 minutes)

Say:

The video, of course, is a metaphor for what happens in today's workplaces. A metaphor is a comparison between two things, based on resemblance or similarity.

Let's look back at the issues that arose in Semmelweis' time and see how they relate to common problems in our own working situations.



Direct participant to page 7 of their Workbook.

Ask for volunteers to read each description of the elements from the Semmelweis video.

Have a participant read the first element.



Show Slide #16 (Focus on symptoms individually rather than on the underlying cause.)

Explain in your own words:

SESSION II INTRODUCTION

In the last session of Leadership and Self-Deception, you guided participants through understanding the basic concepts of self-deception. Today, you will work with them to delve even more deeply into the outcomes of self-deception.

Today's session is only for individuals who have completed Session I and who have read the book Leadership and Self-Deception. The class will have no meaning to anyone who has not met these requirements.

LEARNING OBJECTIVES FOR SESSION II

By the end of this session, participants will be able to:

- Define the terms self-betrayal, “in the box,” and collusion
- Describe how self-betrayal relates to the idea of being in the box
- Describe typical feelings associated with being in the box
- Describe typical behaviors of individuals (leaders and non-leaders) who are in the box
- Describe how people (leaders and non-leaders) in the box typically regard others
- Describe the kinds of interactions one might see during a problematic interaction between two individuals who are each in the box (leader/non-leader and peer/peer)
- Describe typical problem solving strategies attempted by people who are in the box
- Describe ways to get out of the box
- Describe what makes a successful leader
- Identify at least one problem that is the result of the participants' being in the box
- Identify and commit to at least one action for getting out of the box

SURVEY

1. My manager's own goals have been clearly laid out for me:
Not at all 1 2 3 4 5 6 7 8 9 10 *Explicitly and thoroughly*
2. My co-workers' objectives hinder my objectives:
Frequently 1 2 3 4 5 6 7 8 9 10 *Never*
3. My manager's conception of my objectives seems:
Very fuzzy 1 2 3 4 5 6 7 8 9 10 *Crystal Clear*
4. In my most difficult lateral relationship, the other person seems to understand what I am trying to achieve:
Not at all 1 2 3 4 5 6 7 8 9 10 *Very Clearly*
5. As a teacher/mentor, my manager is:
Ineffective 1 2 3 4 5 6 7 8 9 10 *Effective*
6. My co-workers' goals have been clearly laid out for me:
Not at all 1 2 3 4 5 6 7 8 9 10 *Very clearly*
7. When it comes to the realities of working at my level, my managers seems to be:
Oblivious and confused 1 2 3 4 5 6 7 8 9 10 *Concerned and knowledgeable*
8. My co-workers share helpful information with me:
Seldom 1 2 3 4 5 6 7 8 9 10 *All the time*
9. When my manager makes an error in work we're doing together, he/she tends to:
Shift responsibility to me 1 2 3 4 5 6 7 8 9 10 *Take responsibility*
10. When my co-workers are trying to solve problems between us, they generally:
Ignore my opinion 1 2 3 4 5 6 7 8 9 10 *Value my opinion*
11. When I make a mistake, my manager _____eager to blame me.
Seems 1 2 3 4 5 6 7 8 9 10 *Doesn't seem*
12. When it comes to process breakdowns between us, my co-workers tend to ____ the problem.
See me as 1 2 3 4 5 6 7 8 9 10 *See their contribution to*

THE VIDEO AS METAPHOR: FIVE KEY CONCEPTS

How does the Semmelweis story relate to organizations? Below are five concepts drawn from the story. How do they correlate to what happens in organizations?

1. SEMMELWEIS: Physicians in Semmelweis's time did not understand the nature of disease. Their single approach was to treat the symptoms of childbed fever — attempting one treatment for this symptom, another treatment for that symptom.

ORGANIZATIONS: _____

2. SEMMELWEIS: Tragically, the Viennese physicians couldn't see how they were part of the problem. They could not see how they carried germs to their patients.

ORGANIZATIONS: _____

3. SEMMELWEIS: No matter how hard the physicians worked or how skilled they were in the medical techniques of the time, patients were affected primarily by the disease the doctors carried. Nothing else the physicians did could overcome that influence.

ORGANIZATIONS: _____

4. SEMMELWEIS: Ultimately Semmelweis found a successful solution only by considering the unthinkable — that he himself was responsible for carrying disease to his patients.

ORGANIZATIONS: _____

5. SEMMELWEIS: Semmelweis discovered he could prevent the disease by effectively washing his own hands. That discovery had monumental consequences.

ORGANIZATIONS _____

ACTION PLAN

Before you return to work, take some time to think about what we've discussed today. It is important that you go beyond passive listening and instead, work at applying the concepts to your worksite and your particular challenges. Complete the items below. When you are done, you might want to share one or two items with the rest of the group.

1. What is one problem you frequently complain about?

2. Before today, how did you interpret the cause of the problem? How have you blamed others? How have you acted and felt towards them?

3. In what ways have you dealt with this problem? Are there things you should have done, but didn't? Are there things you shouldn't have done, but did? What is the deep truth about your conduct?

4. List three people you have affected negatively by your behavior towards this problem.

5. Can you describe how both you and the other person blame each other for the problem?

Materials Included With *Leadership and Self-Deception*

The workshops designed to accompany the video-based program is a flexible, yet comprehensive half-day training or 2-day training design. The workshop kit includes all the materials you'll need to run the program:

- ◆ The chaptered **DVD** of *Leadership and Self-Deception* tells the true story of Ignaz Semmelweis, a European doctor in the mid-1800s. It is a documentary-style program and should be played at least twice in the course of the workshop. The DVD contains a hosted and non-hosted version of the video story. It is closed captioned
- ◆ The **Leader's Guide** provides step-by-step instructions for introducing activities, leading discussions, and making transitions between the video, group discussions, and exercises. Two complete training designs are included: one is a 4 hour training design; the other is a 2-day workshop with a week in between the 2 sessions to allow participants to read the *Leadership and Self-Deception* book if they are assigned to get it. Both training designs offer optional activities and discussions to help you shorten or lengthen your workshop, as desired.
- ◆ The **PowerPoint presentation on CD-ROM** contains all the slides you need as you lead the workshop. The slides enhance discussion points and activity instructions during the training session.
- ◆ The **Participant Workbook** contains the worksheets for the suggested exercises in the Leader's Guide. Most of the participant materials are included in the Participant Workbook. A few, however (such as the survey and analysis), are included in the Leader's Guide for the facilitator to make copies and hand out during the workshop. 10 Workbooks are included with purchase.
- ◆ **Reminder Cards** with the program's key learning points are distributed to participants at the workshop's conclusion for their use following the session. 10 Reminder Cards are included with purchase.



Program Information and Pricing

Purchase Price: \$995.00

Rental Price: \$275.00 *(does not include Participant Materials)*

Preview Price: Free

Video Running Time: 17 minutes

Materials included with purchase: chaptered DVD, Leader's Guide, PowerPoint CD-ROM, 10 Participant Workbooks, 10 Reminder Cards.

Quantity Pricing Discounts

Leadership and Self-Deception Workshop Package

2 copies	10% off
3-5 copies	15% off
6-10 copies	20% off
11-15 copies	25 % off

Industry discounts may apply; call your Sales Consultant for more information.

Participant Workbooks

1-50	\$14.95 each (list price)
51-250	\$13.46 each (10% off)
251-500	\$12.71 each (15% off)
501+	\$11.96 each (20% off)

Reminder Cards (sold in packs of 10)

1-50 packs	\$5.00 each
51-250 packs	\$4.50 each (10% off)
251-500 packs	\$4.25 each (15% off)
501+ packs	\$4.00 each (20% off)

(contents, pricing and discounts subject to change without notice)