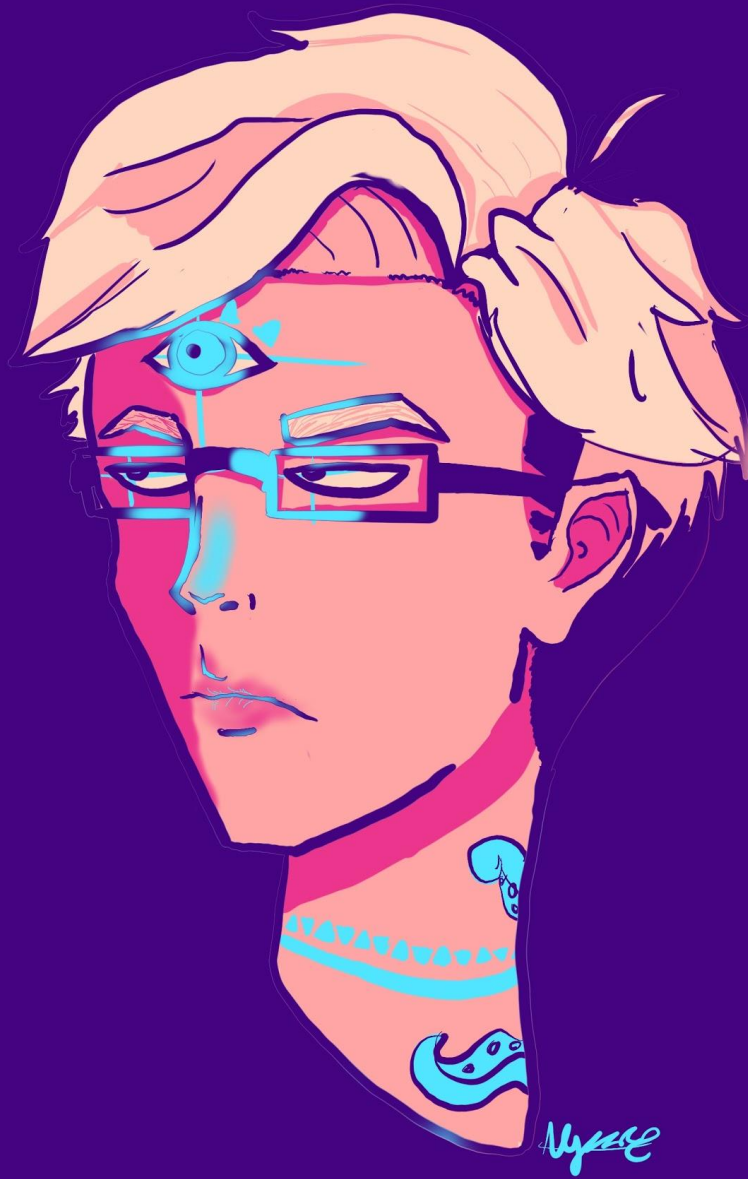




Will You Be Missed?

a personal reflection workbook to help you be your best self and achieve your dreams

By Michael Chaffin

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Forward

Leadership Legacy and Culture

Most of us want to leave a legacy of making a difference...making things better and affecting change for someone in some positive way. This is what makes our work meaningful, beyond showing up and getting things done. And, as we look to make a bigger impact, as we need the help of other people to achieve our goals, leadership is born. And, leadership requires a different set of skills, above and beyond domain and technical knowledge. It requires care, generosity, an empathetic posture and a willingness to serve those around us. It also requires making tough choices and taking responsibility for both the path and the outcome. And most of all, leaders are responsible for our culture. They decide what's important, who goes on the journey and what values are held dear. A leader gets the culture she deserves.

Project You

One of the most important projects a leader can work on is themselves. Making ourselves better by improving our skills and our problem solving ability is one of the most important choices we get to make. And, it is a choice. It isn't dependent on anyone else. Time and forward motion are the only requirements. Learning, thinking and practicing are choices. And, we can work on them if we choose to make them important. They aren't things done to us.

Most leadership skills aren't found on a test or an evaluation form, mostly because these skills aren't easily measured. Nor do they look the same for everyone. But, we do know successful leadership and a positive culture requires them. And, we do know we can always improve them...if we choose to.

It's Up To Us

If you merely show up, meet spec and organize others to do the same, you'll probably keep your job, get paid a fair wage and feel safe. But, you also might never create the legacy you seek, make your dent in the universe or achieve your lifelong dream. This tool is designed to help you reflect on your goals and the skills necessary to achieve them. It goes beyond the standard performance evaluation. There are no grades, levels or other metrics. And, it's self directed. So, it only works if you believe these skills are important and you're truthful with the answers. If you seek to teach, create change and lead...you are who this is for. If not, it's okay...the other form, the one your boss fills out...is okay. But, please know if you choose only the performance

evaluation option, a prescribed form someone else completes on your behalf, you must accept their outcome. By letting someone else provide the only evaluation of your abilities and skill level, you give up the freedom to choose yourself and to be accountable for your own results...and sadly, perhaps your own legacy.

Individuals are more in charge of their destiny than their bosses. People choose themselves. And now, it's your turn.

Purpose

What this exercise is for...

The purpose of this reflection exercise is to assist you with your leadership development and the achievement of your vision and related goals. It's designed to be used in place of or as a supplement to the standard performance evaluation.

Specific emphasis is placed on...

- Inspiring and leading change through vision and enrollment
- Leading the establishment of milestones/goals which can be celebrated
- Solving interesting problems which support the achievement of the vision and goals

What this exercise is not for...

- To establish a performance grade
- To determine if someone is good (or not) at their job
- To provide a roadmap of what to do and how to do it

What's required...

- An open mind
- A willingness to change
- A willingness to take responsibility for your own development and achievement of goals
- A desire to choose yourself
- About 3-4 hours of thought and writing
- Another 2-3 hours of dialogue (with selected team members and/or your leader) about what you've written

Leadership

Leaders are teachers, marketers and students. And they know when to take the role of each. They lead change through enrollment, generous acts, giving credit to others and taking responsibility for outcomes, especially when they don't work. Leaders are not managers. Managers carry out the instructions of others and work to make a system more efficient and productive. The key difference between leaders and managers is that managers aren't on the hook...leaders are.

People follow leaders because they want to. People follow managers mainly because they have to.

Some of your job may be management. And management is important. But the purpose of this exercise is to help reflect upon and further develop your leadership skills. Toward that end, please answer the following as openly and honestly as possible. Remember, these answers are for you, to serve you in your goal to become a better leader.

1. What would be missed if you were gone?
2. What is your best work? Why?
3. What's the hard part? Which part of your leadership work, if it suddenly got much better, would have the biggest impact on the outcome you seek?
4. What do you need to know? What are the skills you don't have which would make your work more effective? Think about the people skills, not so much technical skills.
5. What is the scary part? Which outcomes or interactions are you trying to avoid thinking about or interacting with? Why?
6. Which recent decisions are you the most proud of?
7. Which ones would you handle differently next time?

Where Have You Gone?

Vision/Change

A leader's impact is in creating a vision, forming a group of people and enrolling them in a journey, project, etc., to achieve the vision.

1. What was your vision for the past year? And what change were you seeking to make? Please describe specifically what that change was for...why lead that change?
2. Please describe what this change looks like. Be specific...how do people feel, how do they look, how do they behave?
3. Who is the change for? Specifically describe the audience the change is for.
4. Did you accomplish the change you sought to make?

Problem Solving

Leaders solve interesting problems...that others typically shy away from.

1. What are the most interesting problems you and your team solved over the past year? How did these solutions help achieve your vision and goals?

Milestones

Milestones, or goals, are important because they can help people remain inspired about making specific change happen. They give us something to shoot for and celebrate on our journey of change.

1. Describe the milestones you developed for the last year and your team's progress in each.

Where Will You Go?

Vision/Change

1. Please describe the legacy you seek?
2. What changes will you lead in the coming year to help achieve your legacy? How have your goals changed over the last year?
3. What promise are you making with regards to the change you're seeking to make?
4. What do you need from your supervisor to help reach your goals?
5. What do you need from others on the team to help you achieve this change?
6. Who on our team is preventing you from reaching your goals? What have you done to inspire them to change (even if it's not working)?

Milestones

1. What new milestones will you establish to measure your progress in the coming year?

What's It Worth?

1. What additional responsibility have you taken on over the past year?
2. How has the market compensation changed over the past year for a person doing your work?
3. Which milestones or highlights in your work over the past year deserve extra attention and compensation?
4. Describe how you will expand your responsibility over the coming year? Please be specific.
 - a. I will lead change...
 - b. I will solve...
 - c. I will enroll these people...
 - d. I will reach these milestones...
 - e. And when I do, I will earn \$XX.

Reference

[Three Ways to Add Value](#)

[Yourself, your job and your job description](#)

[Leadership](#)

Cover Art

About the Artist:

Alyssa Chaffin is a young inspirational and self-taught artist who draws in both electronic and pencil mediums. You can find her work on her Instagram [@xhowsmymart](#).

About the Subject:

Alyssa decided to challenge herself with a new color palette and drew [Cecil Palmer](#) (aka Cecil Baldwin) from [Welcome to Night Vale](#).

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