Self-Leadership

The Definitive Guide to Personal Excellence

Second Edition

Christopher P. Neck

Arizona State University

Charles C. Manz

University of Massachusetts Amherst

Jeffery D. Houghton

I/Ves/ Virginia University

SAGE

Los Angeles | London | New Delhi Singapore | Washington DC | Melbourne

DETAILED CONTENTS

Preface

Acknowledgments

About the Authors

CHAPTER 1 • An Introduction to Self-Leadership:The Journey Begins

Leadership

Sources of Leadership

We All Lead Ourselves

Self-Leadership

Leading the Band

CHAPTER 2 • The Context of Self-Leadership: Mapping the Route

Conceptual Foundations of Self-Leadership

External Factors

Personal Factors

We Do Choose

CHAPTER 3 • Behavior-Focused Strategies: Overcoming Rough Roads, Detours, and Roadblocks

Interpreting Your Score

World-Altering Behavior-Focused

Strategies

Using Reminders and Attention Focusers

Removing Negative Cues

Increasing Positive Cues

Self-Imposed Behavior-Focused Strategies

Self-Observation

Self-Goal-Setting

Peaking With Purpose

The Search for Purpose

The Importance of Having Purpose in Life

Self-Reward

Self-Punishment

Practice

CHAPTER 4 • Natural Reward-Focused Strategies:	
Scenic Views, Sunshine, and the Joys of Traveling	63
Interpreting Your Score	65
Natural Rewards	68
What Makes Activities NaturallyRewarding?	68
Feelings of Competence	69
Feelings of Self-Control	69
Feelings of Purpose	71
Tapping the Power of Natural Rewards	73
Building Natural Rewards Into Our Life's Activities	73 81
Focusing on Natural Rewards Combining External and Natural Rewards	85
	63
CHAPTER 5 • Constructive Thought-Focused Strategies: Developing a Travel Mind-Set	89
Interpreting Your Score	91
Our Psychological Worlds The Vision	94 95
Is There Power in Positive Thinking?	97
Self-Talk	97 97
Evaluating Beliefs and Assumptions	103
Mental Practice	106
Steps for Successful Mental Practice	109
Thought Patterns	113
Opportunity or Obstacle Thinking	114
The Power of Failure	119
A New View of Failure: Some Primary Themes	120
CHAPTER 6 • Team Self-Leadership: Sharing the Journey	125
Self-Leadership and Teams	126
Behavioral Aspects of Team Self-Leadership	127
Team Self-Observation	127
Team Self-Goal-Setting	127
Team Cue Modification Team Self-Reward and Self-Punishment	127 128
Team Rehearsal	128
Mental Aspects of Team Self-Leadership	128
Team Beliefs and Assumptions	128
Team Self-Talk	129
Team Mental Imagery	129
Team Thought Patterns	130
Team Self-Leadership Still Means Individual Self-Leadership	131
Balancing the "Me" With the "We"	133
Groupthink Versus Teamthink	137

CHAPTER 7 • Self-Leadership, Health, and Well-Being: Maintaining Physical and Emotional Fitness on the Journey	141
Self-Leadership and Fitness	141
What Executives Say About the Importance of Fitness	142
The Impact of Fitness on Job Performance	143
Executive Fitness Behaviors at a Glance	145
Exercise and Diet: The Keys to Fitness	145
Did You Know?	146
Self-Leadership, Fitness, and Personal Effectiveness	147
Self-Observation and Evaluation	147
Removing Negative Cues '	147
Increasing Positive Cues	148
Self-Goal-Setting	148
Finding Natural Rewards	148
Purpose Development	149
Mental Imagery	149
Self-Talk	150
Beliefs	150
Choosing How You Feel: Emotional Self-Leadership	151
Emotional Self-Leadership Strategies	154
Emotional Intelligence and Self-Leadership	154
Coping With Stress: Self-Leadership and Stress Management	155
Optimism and Self-Leadership	157
Happiness, Flow, and Self-Leadership	159
CHAPTER 8 • Individual Differences, Diversity, and	405
Practical Applications: Multiple Pathsto Uniqueness	165
Personality and Self-Leadership	166
The Myers-Briggs Type Indicator	166
The Big Five Model	167
Locus of Control Self-Monitoring	168 168
The Need for Autonomy	168
Diversity and Self-Leadership	170
Self-Leadership Applied to Personal Problems	170
Applications in Athletics	172
Applications in Work/Organizational Situations Uniquely Autonomous Jobs	176 176
Entrepreneurship	177
Boundaryless Career Paths	178
Self-Leadership and Social Responsibility at Work	179
Organizational Management Positions	180
Nonmanagement Jobs	184

CHAPTER 9 • Reaching the Destination:

But the Journey Continues	189
A Self-Leadership Framework	190
A Tale of Self-Leadership	192
A Day in the Life of Tom Bigsby	192
A Day in the Life of Jennifer Wilks	195
The Tale in Perspective	199
Personal Effectiveness	201
Some Additional Thoughts	203
Notes	211
Index	229