

Personal Excellence

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1. The Two Attentions

The relationship between benevolent and malevolent intent. Maturity as the cultivation of attention. Understanding how the attention functions and how to use attention optimally. Attention as the vehicle for the transcendence of self. Listening, inner tranquillity and correct attention.

2. Transactional Correctness

The question of balance in growth. The mutually disabling effect of inner and outer incorrectness, as well as the mutually enabling effect of inner and outer correctness. Learning to see things as they are and to give everything its due.

3. The Three Intentions

The maturity as the cultivation of intention. The question of social conscience. Reading the text of relationships so as to gain insight into one's own correctness.

4. The Four Concerns

Establishing your level of maturity on the basis of what concerns you and visualising the way forward.

5. The Six Aspirations

Establishing your level of maturity on the basis of what your aspirations are. Understanding growth as an increasingly subtle apprehension of existence. Seeing society as you apprehend it as a metaphor for your relationship with the cosmos. The limitations of social conscience.

THE FIVE DAY PROGRAMME

The leadership approach which we have been advocating at Schuitema Associates emphasises that the key problem facing leadership at work is to establish legitimate relationships of command. What we have discovered is that these relationships are only seen to be legitimate if the two criteria of *Care and Growth™* are operative in relationships between subordinates and superordinates at work. The criterion of growth implies a willingness to entrust responsibility to people. It means that the person who is doing the enabling has to have the courage to take the risk to entrust people.

This capacity to take risks relates directly to the individual's basic assumptions about existence. If you are convinced that the universe is an unfriendly place you are bound to be nervous of taking risks in your life generally and with your subordinates particularly. Furthermore, the criterion of care, we have found, has an unconditional requirement associated with it. In other words, to truly care for people requires a remarkable degree of maturity and personal mastery of the person doing the caring. In short, you cannot lead anyone else if you are not in charge of your own life.

The Personal Excellence Programme is a five day programme aimed at providing an opportunity for people to establish the existential gravity and maturity which is so essential in leading others.

It is an examination of the key elements of personal excellence which are necessary for success both in terms of the leadership of people and personal fulfilment.



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