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[Author’s Note: Readers and participants in ALF programs and courses are reminded that while improved learning and performance are expected by everyone who contributes to the huge volume of concepts and materials that make this educational experience worthwhile; action is required to gain the benefits suggested by the many contributing experts whose insight and knowledge have been included in this ALF Mindset and Handbook]

ALF Website: [http://www.alforum.org/read-handbook.html](http://www.alforum.org/read-handbook.html)
(Includes: Handbook, Website, Curriculum, Videos, Chapter PDFs, Exercise)

**Mastermind for Project Leaders:** [American Family Life Management and Professional Performance](http://www.alforum.org/read-handbook.html)  
(Description Location: Handbook Preface; Website Master Class Tab)

**Age 25-50 Projects:**

- [My Authentic Personal and Professional Brand](http://www.alforum.org/read-handbook.html) ** (Enterprise High Performance) & (Optional: e-book)

**Age 50-75 Projects:**

- [My Senior Lifelong Learning and Memorable Legacy](http://www.alforum.org/read-handbook.html) ** (Optional: Family Letter)
Appendix A

The United States Declaration of Independence

The Declaration of Independence: A Transcription [Original Text]

IN CONGRESS, July 4, 1776

The unanimous Declaration of the thirteen united States of America,

When in the Course of human events, it becomes necessary for one people to dissolve the political bands which have connected them with another, and to assume among the powers of the earth, the separate and equal station to which the Laws of Nature and of Nature’s God entitle them, a decent respect to the opinions of mankind requires that they should declare the causes which impel them to the separation.

We hold these truths to be self-evident, that all men are created equal, that they are endowed by their Creator with certain unalienable Rights, that among these are Life, Liberty and the pursuit of Happiness. --That to secure these rights, Governments are instituted among Men, deriving their just powers from the consent of the governed, --That whenever any Form of Government becomes destructive of these ends, it is the Right of the People to alter or to abolish it, and to institute new Government, laying its foundation on such principles and organizing its powers in such form, as to them shall seem most likely to effect their Safety and Happiness. Prudence, indeed, will dictate that Governments long established should not be changed for light and transient causes; and accordingly all experience hath shewn, that mankind are more disposed to suffer, while evils are sufferable, than to right themselves by abolishing the forms to which they are accustomed. But when a long train of abuses and usurpations, pursuing invariably the same Object evinces a design to reduce them under absolute Despotism, it is their right, it is their duty, to throw off such Government, and to provide new Guards for their future security. --Such has been the patient sufferance of these Colonies; and such is now the necessity which constrains them to alter their former Systems of Government. The history of the present King of Great Britain is a history of repeated injuries and usurpations, all having in direct object the establishment of an absolute Tyranny over these States. To prove this, let Facts be submitted to a candid world.

--- He has refused his Assent to Laws, the most wholesome and necessary for the public good.
-- He has forbidden his Governors to pass Laws of immediate and pressing importance, unless suspended in their operation till his Assent should be obtained; and when so suspended, he has utterly neglected to attend to them.
--- He has refused to pass other Laws for the accommodation of large districts of people, unless those people would relinquish the right of Representation in the Legislature, a right inestimable to them and formidable to tyrants only.
-- He has called together legislative bodies at places unusual, uncomfortable, and distant from the depository of their public Records, for the sole purpose of fatiguing them into compliance with his measures.
-- He has dissolved Representative Houses repeatedly, for opposing with manly firmness his invasions on the rights of the people.
-- He has refused for a long time, after such dissolutions, to cause others to be elected; whereby the Legislative powers, incapable of Annihilation, have returned to the People at large for their exercise; the State remaining in the meantime exposed to all the dangers of invasion from without, and convulsions within.
-- He has endeavoured to prevent the population of these States; for that purpose obstructing the Laws for Naturalization of Foreigners; refusing to pass others to encourage their migrations hither, and raising the conditions of new Appropriations of Lands.
-- He has obstructed the Administration of Justice, by refusing his Assent to Laws for establishing Judiciary powers.
-- He has made Judges dependent on his Will alone, for the tenure of their offices, and the amount and payment of their salaries.
-- He has erected a multitude of New Offices, and sent hither swarms of Officers to harass our people, and eat out their substance.
-- He has kept among us, in times of peace, Standing Armies without the Consent of our legislatures.
-- He has affected to render the Military independent of and superior to the Civil power.
-- He has combined with others to subject us to a jurisdiction foreign to our constitution, and unacknowledged by our laws; giving his Assent to their Acts of pretended Legislation:
    For Quartering large bodies of armed troops among us: For protecting them, by a mock Trial, from punishment for any Murders which they should commit on the Inhabitants of these States:
    For cutting off our Trade with all parts of the world: For imposing Taxes on us without our Consent:
    For depriving us in many cases, of the benefits of Trial by Jury: For transporting us beyond Seas to be tried for pretended offences:
    For abolishing the free System of English Laws in a neighbouring Province, establishing therein an Arbitrary government, and enlarging its Boundaries so as to render it at once an example and fit instrument for introducing the same absolute rule into these Colonies:
    For taking away our Charters, abolishing our most valuable Laws, and altering fundamentally the Forms of our Governments:
    For suspending our own Legislatures, and declaring themselves invested with power to legislate for us in all cases whatsoever.
-- He has abdicated Government here, by declaring us out of his Protection and waging War against us.
-- He has plundered our seas, ravaged our Coasts, burnt our towns, and destroyed the lives of our people.
-- He is at this time transporting large Armies of foreign Mercenaries to compleat the works of death, desolation and tyranny, already begun with circumstances of Cruelty & perfidy scarcely paralleled in the most barbarous ages, and totally unworthy the Head of a civilized nation.
-- He has constrained our fellow Citizens taken Captive on the high Seas to bear Arms against their Country, to become the executioners of their friends and Brethren, or to fall themselves by their Hands.
-- He has excited domestic insurrections amongst us, and has endeavoured to bring on the inhabitants of our frontiers, the merciless Indian Savages, whose known rule of warfare, is an undistinguished destruction of all ages, sexes and conditions.

In every stage of these Oppressions We have Petitioned for Redress in the most humble terms: Our repeated Petitions have been answered only by repeated injury. A Prince whose character is thus marked by every act which may define a Tyrant, is unfit to be the ruler of a free people.

Nor have We been wanting in attentions to our Brittish brethren. We have warned them from time to time of attempts by their legislature to extend an unwarrantable jurisdiction over us. We have reminded them of the circumstances of our emigration and settlement here. We have appealed to their native justice and magnanimity, and we have conjured them by the ties of our common kindred to disavow these usurpations, which, would inevitably interrupt our connections and correspondence. They too have been deaf to the voice of justice and of consanguinity. We must, therefore, acquiesce in the necessity, which denounced our Separation, and hold them, as we hold the rest of mankind, Enemies in War, in Peace Friends.

We, therefore, the Representatives of the united States of America, in General Congress, Assembled, appealing to the Supreme Judge of the world for the rectitude of our intentions, do, in the Name, and by Authority of the good People of these Colonies, solemnly publish and declare, That these United Colonies are, and of Right ought to be Free and Independent States; that they are Absolved from all Allegiance to the British Crown, and that all political connection between them and the State of Great Britain, is and ought to be totally dissolved; and that as Free and Independent States, they have full Power to levy War, conclude Peace, contract Alliances, establish Commerce, and to do all other Acts and Things which Independent States may of right do. And for the support of this Declaration, with a firm reliance on the protection of divine Providence, we mutually pledge to each other our Lives, our Fortunes and our sacred Honor.

END
The United States Bill of Rights to the Constitution

The Bill of Rights: A Transcription [Original Text]

The Preamble to The Bill of Rights:
The Congress of the United States began and held at the City of New-York on Wednesday the fourth of March one thousand seven hundred and eighty-nine.

THE Conventions of a number of the States, having at the time of their adopting the Constitution, expressed a desire, in order to prevent misconstruction or abuse of its powers, that further declaratory and restrictive clauses should be added: And as extending the ground of public confidence in the Government, will best ensure the beneficent ends of its institution.

RESOLVED by the Senate and House of Representatives of the United States of America, in Congress assembled, two thirds of both Houses concurring, that the following Articles be proposed to the Legislatures of the several States, as amendments to the Constitution of the United States, all, or any of which Articles, when ratified by three fourths of the said Legislatures, to be valid to all intents and purposes, as part of the said Constitution; viz.

ARTICLES in addition to, and Amendment to the Constitution of the United States of America proposed by Congress, and ratified by the Legislatures of the several States, pursuant to the fifth Article of the original Constitution.

Note: The following text is a transcription of the first ten amendments to the Constitution in their original form. These amendments were ratified December 15, and from what is known as the “Bill of Rights” and from what is known as the “Bill of Rights.”

Amendment I
Congress shall make no law respecting an establishment of religion, or prohibiting the free exercise thereof; or abridging the freedom of speech, or of the press; or the right of the people peaceably to assemble, and to petition the Government for a redress of grievances.

Amendment II
A well regulated Militia, being necessary to the security of a free State, the right of the people to keep and bear Arms, shall not be infringed.

Amendment III
No Soldier shall, in time of peace be quartered in any house, without the consent of the Owner, nor in time of war, but in a manner to be prescribed by law.

Amendment IV
The right of the people to be secure in their persons, houses, papers, and effects, against unreasonable searches and seizures, shall not be violated, and no Warrants shall issue, but upon probable cause, supported by Oath or affirmation, and particularly describing the place to be searched, and the persons or things to be seized.

Amendment V
No person shall be held to answer for a capital, or otherwise infamous crime, unless on a presentment or indictment of a Grand Jury, except in cases arising in the land or naval forces, or in the Militia, when in actual service in time of War or public danger; nor shall any person be subject for the same offence to be twice put in jeopardy of life or limb; nor shall be compelled in any criminal case to be a witness against himself, nor be deprived of life, liberty, or property, without due process of law; nor shall private property be taken for public use, without just compensation.

Amendment VI
In all criminal prosecutions, the accused shall enjoy the right to a speedy and public trial, by an impartial jury of the State and district wherein the crime shall have been committed, which district shall have been previously ascertained by law, and to be informed of the nature and cause of the accusation; to be confronted with the witnesses against him; to have compulsory process for obtaining witnesses in his favor, and to have the Assistance of Counsel for his defence.

Amendment VII
In Suits at common law, where the value in controversy shall exceed twenty dollars, the right of trial by jury shall be preserved, and no fact tried by a jury, shall be otherwise re-examined in any Court of the United States, than according to the rules of the common law.

Amendment VIII
Excessive bail shall not be required, nor excessive fines imposed, nor cruel and unusual punishments inflicted.

Amendment IX
The enumeration in the Constitution, of certain rights, shall not be construed to deny or disparage others retained by the people.
Amendment X
The powers not delegated to the United States by the Constitution, nor prohibited by it to the States, are reserved to the States respectively, or to the people.

END
Universal Declaration of Human Rights [Original Text]

Preamble

Whereas recognition of the inherent dignity and of the equal and inalienable rights of all members of the human family is the foundation of freedom, justice and peace in the world,

Whereas disregard and contempt for human rights have resulted in barbarous acts which have outraged the conscience of mankind, and the advent of a world in which human beings shall enjoy freedom of speech and belief and freedom from fear and want has been proclaimed as the highest aspiration of the common people,

Whereas it is essential, if man is not to be compelled to have recourse, as a last resort, to rebellion against tyranny and oppression, that human rights should be protected by the rule of law,

Whereas it is essential to promote the development of friendly relations between nations,

Whereas the peoples of the United Nations have in the Charter reaffirmed their faith in fundamental human rights, in the dignity and worth of the human person and in the equal rights of men and women and have determined to promote social progress and better standards of life in larger freedom,

Whereas Member States have pledged themselves to achieve, in cooperation with the United Nations, the promotion of universal respect for and observance of human rights and fundamental freedoms,

Whereas a common understanding of these rights and freedoms is of the greatest importance for the full realization of this pledge,

Now, therefore,
The General Assembly,

Proclaims this Universal Declaration of Human Rights as a common standard of achievement for all peoples and all nations, to the end that every individual and every organ of society, keeping this Declaration constantly in mind, shall strive by teaching and education to promote respect for these rights and freedoms and by progressive measures, national and international, to secure their universal and effective recognition and observance, both among the peoples of Member States themselves and among the peoples of territories under their jurisdiction.

Article 1
All human beings are born free and equal in dignity and rights. They are endowed with reason and conscience and should act towards one another in a spirit of brotherhood.

Article 2
Everyone is entitled to all the rights and freedoms set forth in this Declaration, without distinction of any kind, such as race, colour, sex, language, religion, political or other opinion, national or social origin, property, birth or other status. Furthermore, no distinction shall be made on the basis of the political, jurisdictional or international status of the country or territory to which a person belongs, whether it be independent, trust, non-self-governing or under any other limitation of sovereignty.

Article 3
Everyone has the right to life, liberty and security of person.

Article 4
No one shall be held in slavery or servitude; slavery and the slave trade shall be prohibited in all their forms.

Article 5
No one shall be subjected to torture or to cruel, inhuman or degrading treatment or punishment.

Article 6
Everyone has the right to recognition everywhere as a person before the law.

Article 7
All are equal before the law and are entitled without any discrimination to equal protection of the law. All are entitled to equal protection against any discrimination in violation of this Declaration and against any incitement to such discrimination.

Article 8
Everyone has the right to an effective remedy by the competent national tribunals for acts violating the fundamental rights granted him by the constitution or by law.

Article 9
No one shall be subjected to arbitrary arrest, detention or exile.
Article 10
Everyone is entitled in full equality to a fair and public hearing by an independent and impartial tribunal, in the determination of his rights and obligations and of any criminal charge against him.

Article 11
1. Everyone charged with a penal offence has the right to be presumed innocent until proved guilty according to law in a public trial at which he has had all the guarantees necessary for his defence.
2. No one shall be held guilty of any penal offence on account of any act or omission which did not constitute a penal offence, under national or international law, at the time when it was committed. Nor shall a heavier penalty be imposed than the one that was applicable at the time the penal offence was committed.

Article 12
No one shall be subjected to arbitrary interference with his privacy, family, home or correspondence, nor to attacks upon his honour and reputation. Everyone has the right to the protection of the law against such interference or attacks.

Article 13
1. Everyone has the right to freedom of movement and residence within the borders of each State.
2. Everyone has the right to leave any country, including his own, and to return to his country.

Article 14
1. Everyone has the right to seek and to enjoy in other countries asylum from persecution.
2. This right may not be invoked in the case of prosecutions genuinely arising from non-political crimes or from acts contrary to the purposes and principles of the United Nations.

Article 15
1. Everyone has the right to a nationality.
2. No one shall be arbitrarily deprived of his nationality nor denied the right to change his nationality.

Article 16
1. Men and women of full age, without any limitation due to race, nationality or religion, have the right to marry and to found a family. They are entitled to equal rights as to marriage, during marriage and at its dissolution.
2. Marriage shall be entered into only with the free and full consent of the intending spouses.
3. The family is the natural and fundamental group unit of society and is entitled to protection by society and the State.

Article 17
1. Everyone has the right to own property alone as well as in association with others.
2. No one shall be arbitrarily deprived of his property.

Article 18
Everyone has the right to freedom of thought, conscience and religion; this right includes freedom to change his religion or belief, and freedom, either alone or in community with others and in public or private, to manifest his religion or belief in teaching, practice, worship and observance.

Article 19
Everyone has the right to freedom of opinion and expression; this right includes freedom to hold opinions without interference and to seek, receive and impart information and ideas through any media and regardless of frontiers.

Article 20
1. Everyone has the right to freedom of peaceful assembly and association.
2. No one may be compelled to belong to an association.

Article 21
1. Everyone has the right to take part in the government of his country, directly or through freely chosen representatives.
2. Everyone has the right to equal access to public service in his country.
3. The will of the people shall be the basis of the authority of government; this will shall be expressed in periodic and genuine elections which shall be by universal and equal suffrage and shall be held by secret vote or by equivalent free voting procedures.

Article 22
Everyone, as a member of society, has the right to social security and is entitled to realization, through national effort and international co-operation and in accordance with the organization and resources of each State, of the economic, social and cultural rights indispensable for his dignity and the free development of his personality.

Article 23
1. Everyone has the right to work, to free choice of employment, to just and favourable conditions of work and to protection against unemployment.
2. Everyone, without any discrimination, has the right to equal pay for equal work.
3. Everyone who works has the right to just and favourable remuneration ensuring for himself and his family an existence worthy of human dignity, and supplemented, if necessary, by other means of social protection.
4. Everyone has the right to form and to join trade unions for the protection of his interests.

Article 24
Everyone has the right to rest and leisure, including reasonable limitation of working hours and periodic holidays with pay.

Article 25
1. Everyone has the right to a standard of living adequate for the health and well-being of himself and of his family, including food, clothing, housing and medical care and necessary social services, and the right to security in the event of unemployment, sickness, disability, widowhood, old age or other lack of livelihood in circumstances beyond his control.
2. Motherhood and childhood are entitled to special care and assistance. All children, whether born in or out of wedlock, shall enjoy the same social protection.

Article 26
1. Everyone has the right to education. Education shall be free, at least in the elementary and fundamental stages. Elementary education shall be compulsory. Technical and professional education shall be made generally available and higher education shall be equally accessible to all on the basis of merit.
2. Education shall be directed to the full development of the human personality and to the strengthening of respect for human rights and fundamental freedoms. It shall promote understanding, tolerance and friendship among all nations, racial or religious groups, and shall further the activities of the United Nations for the maintenance of peace.
3. Parents have a prior right to choose the kind of education that shall be given to their children.

Article 27
1. Everyone has the right freely to participate in the cultural life of the community, to enjoy the arts and to share in scientific advancement and its benefits.
2. Everyone has the right to the protection of the moral and material interests resulting from any scientific, literary or artistic production of which he is the author.

Article 28
Everyone is entitled to a social and international order in which the rights and freedoms set forth in this Declaration can be fully realized.

Article 29
1. Everyone has duties to the community in which alone the free and full development of his personality is possible.
2. In the exercise of his rights and freedoms, everyone shall be subject only to such limitations as are determined by law solely for the purpose of securing due recognition and respect for the rights and freedoms of others and of meeting the just requirements of morality, public order and the general welfare in a democratic society.
3. These rights and freedoms may in no case be exercised contrary to the purposes and principles of the United Nations.

Article 30
Nothing in this Declaration may be interpreted as implying for any State, group or person any right to engage in any activity or to perform any act aimed at the destruction of any of the rights and freedoms set forth herein.

END
Appendix B


ITEM I: Completed Example – Dr. Rudy Garrity’s Personal Assessment
ITEM II: Blank Form – For others to complete.

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ITEM I: Personal Example (Dr. Garrity)

[Author's Note: Readers planning on conducting a self-assessment for purposes of personal renewal or development are encouraged to record their end-of-chapter notes in Part B of this Journal—after reading each chapter in the book. When all chapters have been completed, readers should review and summarize their notes and complete the Part A Overall Summary topics, below.]

Part A. Overall Summary (Author's Note: Complete Part B individual Chapter Summaries below first in preparation to complete Part A afterward)

1. Personal Reflections Cross reference with Rudy’s Authentic Personal Brand Balanced Scorecard (Internal) if and when your own Part II (Chapter Four) Authentic Personal and Professional Balanced Scorecard is completed.

   a. What new insights have I developed on my self, my life, and my career?

      Everyone is entitled to dream and pursue their own life that is hopefully, worth living. For me, learning has provided the way forward, and lifelong learning has granted significant rewards for my life and career.

   b. Is it time for me to become more holistic and integrated in my thinking, and to pursue my higher purpose? What is that higher purpose?

      I have accumulated education and experience, but there is so much more to learn and do. Now is the time to consolidate and integrate important, but sometimes disparate concepts for further consideration. It has been enormously satisfying for me to envision the relationship among self-fulfilment, high performance and the common good as they intersect for human enlightenment and a mindful way-of-being.

   c. What do I really want to accomplish in my life, and to leave something for posterity, a legacy?

      The Enlightenment Period of European history was a profound time when intellectual prowess finally emerged from suppression by self-imposed mythmakers and religionists. Thankfully, American founders such as Benjamin Franklin, Thomas Jefferson and Thomas Paine to recognize just a few, had the wisdom to provide the leadership and craft the documentation to launch America into the forefront of scientific discovery and human development that continues to this day. Our generation has added intellectual and emotional intelligence to the bus destined for posterity; we must ensure this intelligence exceeds its cost of transportation.
2. Human Relations Cross reference with Rudy’s Authentic Personal Brand Balanced Scorecard (External) if and when your own Part II (Chapter Four) Authentic Personal and Professional Balanced Scorecard is completed.

| a. Are there dependencies on others I need to reduce to free myself to move forward? With whom are they? |

Our minds are full with past images, experiences and situations that demand recall at many inopportune times. That pre-programming requires review to determine its relevance now and in future situations. All of us are best served when we commit to think and learn in the present without inviting disempowering memories from the past. I need to moderate the lingering emotions and debilitating thoughts that sometimes cloud my judgment; judgment that always requires accurate information and critical thinking – often from family members.

| b. Are there connections with others I need to make to expand my vision and learning? With whom are they? |

Successful lives and careers are most often achieved through a combination of an individual’s knowledge and motivation and the person’s relationships and willingness to take advantage of social factors that occasionally work in their favor. I should extend my network to include, and engage, organizational leaders and academic thought leaders.

| c. Is it time for me to moderate my independence, and become more interdependent? What specifically can I do and with whom? |

Dependence and independence define an individual’s relationship with other individuals and organizations from their youth up through their adult mid-life/career experiences. However, normal adult development requires intellectual and emotional development after mid-life toward a greater sense of mutuality and generativity. The interactions among family members, friends and colleagues, community leaders and the public evolve towards a feeling of statesmanship wherein rights and rewards, responsibilities and accountability are viewed negotiable for the common good. Being in this stage of life myself, I am obliged to increase my engagement with others at the intersection of business, education, government, and non-profit community activities.
3. Learning and Commitment

Cross reference with Rudy's Authentic Personal Brand Balanced Scorecard (Knowledge and Learning) if and when your own Part II (Chapter Four) Authentic Personal and Professional Balanced Scorecard is completed.

a. What specific elements of the learnership philosophy most appeal to me? Describe.

Learning is a lifelong responsibility with major influence on the quality and progressive growth of human life. Only through learning and leadership within a participative democracy can the nation’s and world’s populations obtain the information and skills to build lives worth living. The learnership philosophy conforms to the social system-of-systems within which people need to live. And, the complexity and pace of life requires rapid knowledge building to create and enjoy the intellectual and physical products and services available in developing economies.

b. Which of the five learnership reasoning competencies and four domains of social systems development are most useful for my personal development? Why?

Situational learning is the reasoning competency that uses the benefits from systems thinking and pattern recognition to encourage informed, critical thinking. And, critical thinking is essential for knowledge management and adaptive leadership to obtain practical results. American society and culture is grounded in the U.S. Constitution and Bill of Rights, and history will tell if that structure proves to be the ultimate arrangement for human learning, knowing, leading and being for the next millennia.

c. Do I see myself becoming a learnership practitioner and adopting the corresponding characteristics and skills?

Learnership practitioners have a proclivity toward holistic and rapid learning for knowledge building and management. These skills develop as people recognize the interdependencies among social domains and the responsibilities and opportunities that result from proactive socio-economic decision-making. Learnership practitioners have always existed, and they may be termed academics, entrepreneurs, statesmen, craftsmen, philanthropists, anthropologists and even poets – anyone with a broad-based curiosity and a desire to understand life in its greatest complexity. They want to understand what is, as well as envision what could be, in this dynamic and evolving world.
4. Next Steps: Planning for an Improved Life, Career and Legacy

| a. Who are the people I need to talk with to help clarify my future path and provide support? |
| Assistance from family, friends, colleagues, co-workers, community and spiritual leaders |
| b. What resources do I need to identify and acquire to outline an actionable plan? |
| A comprehensive methodology administered through an experienced life and career coach. |
| c. What timeframe is both reasonable and motivational to assure my progress? |
| Forty five to sixty days of part-time reflection, interviews, learning, discussion and preparing an Integrated Learning and Knowledge Report suitable as an addendum to Rudy’s American Learnership Personal Brand. |

5. Vision for Myself

| a. Describe the “new me” three year and five years in the future. |
| In three years I will have practiced all the developmental efforts listed for myself in this Learnership Journal. Additionally, in five years I will have successfully transferred my new knowledge and experience to hundreds of individuals and organizations. |
| b. What will I have given up in my renewal effort? What will be added or enhanced? |
| Along the way I will have unlearned certain attitudes and behaviors that have limited my life and career development and progress. I will have achieved the authenticity and skills associated with being a Learnership practitioner. |
| c. How will I measure my success? |
| Progress and success will be anecdotally viewed by me and others and in personal and business relationships. |
6. Mission for Myself

a. Describe what I have become and achieved three years and five years in the future.

In three years my ALF business will be judged as a successful not-for-profit organization. In five years I will have transferred ownership to another enterprise for further growth and development during and after my retirement.

b. What will I have given up in my renewal effort? What will be added or enhanced?

Nothing will need to be given up to achieve renewal. However, the depth and breadth of my written papers and projects will be recognized as major contributions to the understanding of lifelong learning for the betterment of human performance and happiness.

c. How will I measure my success?

Progress and success will be through community recognition and published books and articles.

7. Major Roles for Myself

a. Describe changes in my current and new roles three and five years into the future.

In three years my primary role as an advocator of lifelong learning for personal, organizational and community development and progress will begin to transition into that of a personal coach and mentor to societal seniors striving to record their life and career legacies. Within five years, that work will be completed and I will be retired having finished my own lifetime professional learning – hopefully being just a father to and grandfather to my children.

b. What will I have given up in my renewal effort? What will be added or enhanced?

I will have given up trying to demonstrate personal and professional success in favor of giving and experiencing love as my time will be exceedingly short.

c. How will I measure my success?

My family’s appreciation of my life and work..
Part B. Chapter Summaries (Author's Note: Complete this section first, then proceed back to the Part A Overall Summary, above)

Chapter One: Introduction to American Learnership: [Author's Note: This Chapter One Summary has been completed in advance and is suggested for All participants]

Learnership is a component of one’s life philosophy on what is worth knowing and doing and on how human needs are accomplished. Viewed from a broad perspective, learnership practitioners maintain a distinctive worldview that frames their thinking, learning, knowing, leading, and behavior. Their inclination to determine the: who, what, when, where, why, how, and for whom on a wide range of societal issues and human activity signifies a sense of personal responsibility for contributing to the welfare of themselves, their organizations, and their communities.

My learning in terms of new insights, changing priorities, new commitments or skills I want to acquire:

1. **Insight**: Learnership is a conjunction of *Learning and Leadership* that translates into “lifelong learning for a mindful way of being.” And, learnership is presented as both a philosophy for life and career management, and as the architecture for a structured approach for thinking, learning, knowing, leading and action. In practice, learnership is a comprehensive and integrated social process that encompasses the concepts of *human capital and total knowledge management*.

2. **Insight**: The components in the learnership architecture include: *five reasoning competencies* that enable the progressive improvement of *four social system domains* that are interoperable with six societal responsibilities represented as *universal knowledge spheres*. The goals of each domain are meaningful cultural outcomes within a set of values and behaviors presented as *universal ideals*.

3. **Commitment**: I will continue to pursue multidisciplinary thinking, learning and reasoning to enhance my personal and career accomplishments.

4. **Skill**: Adopt and implement the *learnership personal benefits from learning and development* in Figure 1-3.

5. **Skill**: Adopt and implement the *learnership practitioner development process* in Figure 1-6.

Chapter Two: Discovering the Meaning of Your Life

In the pursuit of discovering what we term our “*meaning*” it is essential that we understand that while “meaning” is often thought to be something dynamic we objectively demonstrate outside ourselves, in fact, “meaning” always begins inside ourselves as our worldview of appropriate beliefs, values, motives and preferred actions before we reveal them to others.

My learning in terms of new insights, changing priorities, new commitments or skills I want to acquire:

1. **Insight**: Remind myself that clarifying my personal meaning will assist me in making better choices that influence my unique sense of self, vision, mission and personhood.

2. **Commitment**: Continue to ask myself: What aspirations are still unfulfilled, and how can I continue to pursue them?

3. **Skill**: Apply my knowledge and skills to maximize my own performance, accomplishments and happiness.

Chapter Three: Being the Project Manager of Your Life

Project management is the selection and systematic application of knowledge, skills, tools and technologies to achieve a planned objective. Project management requires the sequential implementation of five work process phases: initiation, planning, executing, controlling and closing. The project manager is responsible for the overall integration and completion of all activities leading to project success, and everyone can be the project manager of their own life.

My learning in terms of new insights, changing priorities, new commitments or skills I want to acquire:
1. **Insight:** Project management is the selection and systematic application of knowledge, skills, tools and technologies to achieve a planned objective. And, project management requires the sequential implementation of five work process phases: initiation, planning, executing, controlling and closing.

2. **Commitment:** Apply the project management discipline as a preeminent skill set for converting social and organizational theories and concepts into my personal and organizational capabilities and practices.

3. **Skill:** I will develop the ability to cross-link learnership social system domains using the Balanced Scorecard concept.

**Chapter Four: Crafting Your Authentic Personal and Professional Brand**

The technological revolution has changed the structure of careers today. It used to be that you went to work for one or two companies in your entire career. Today we will all have as many as four to eight jobs or careers in our lifetime.

**Personal Branding is essential to personal and career development.** It is an effective career tool because it helps define who you are; what you stand for; what makes you unique, special, and different; how you are great; and why you should be sought out as a colleague.

**My learning in terms of new insights, changing priorities, new commitments or skills I want to acquire:**

1. **Insight:** The authentic personal branding process starts with determining who I am at my core authentic self. Rather than inventing a brand that I would like to be perceived as and to sell myself to others, this one is based on my life philosophy, dreams, vision, mission, values, key roles, identity, self-knowledge, self-awareness, self-responsibility, positive attributes, and self-management.

2. **Commitment:** I understand that my “personal brand” involves defining and formulating an authentic, distinctive, and memorable personal brand promise to others I know and meet. As such, I should use it as the focal point of my thinking and behavior which must be in harmony with my “personal ambition.”

3. **Skill:** I will apply Authentic Personal Branding to my own life and career, and go forward by sharing that knowledge and skill with others.

**Chapter Five: Reasoning Competency # 1: Systems Thinking**

A system perspective on social matters that illustrates the interdependency and mutual support among the personal, organizational, and community subsystems within which we learn, develop, and strive for success.

The system thinking competency helps us develop a broader, more integrated outlook, and to expand the contextual environment of our thoughts and decisions. The use of system thinking inspires us to be integrative thinkers and discover opportunities to synthesize our learning for better understanding. **Systems Thinking (ST) and Pattern Recognition (PR) combine to assure more effective Situational Learning (SL).**

**My learning in terms of new insights, changing priorities, new commitments or skills I want to acquire:**

1. **Insight:** Systems thinking requires a willingness and ability to consider the topic or situation under observation in terms of both obvious content but also the influencing context. I must empower myself to reach out and understand the larger complexity that surrounds important issues.

2. **Commitment:** Human life is conducted in a social system of systems, and our brains are aware of the interdependent forces that are integrated across those intersections: personal/family, organizational/business and community/society. I need to remind myself to work in a balanced way across those intersections.

3. **Insight:** It is human nature to continuously fragment learning and knowledge into smaller and narrower disciplines so as to understand the parts of the whole more completely. However, I must remind myself that understanding and acting on piece parts causes us to forget the larger whole of a subject – thereby, reducing our ready access to larger meanings and forces.

4. **Commitment:** A useful strategy for me to become a better systems thinker is to practice stepping outside myself mentally to a new viewing point where my biases and preferences are temporarily on hold to allow for critical thinking.
5: **Commitment**: Understand the dynamic relationships and forces illustrated in Figure 2-3.

6. **Skill**: Practice systems thinking on a daily basis by pausing to expand discussions and decision-making by *expanding the range of content and contextual factors* that influence the quality of my problem-solving.

### Chapter Six: Reasoning Competency # 2: Pattern Recognition

By definition, a pattern can be an archetype, a model, an ideal worthy of imitation, a representative sample of some thing, or a composite of traits or features characteristic of individuals. All biological life forms maintain and exhibit patterns of activity; and, the social development of humankind is inextricably anchored to our thought processes as revealed in our behavior. The cultural expectations, documented methodologies, and established practices that form our human experience and interpersonal and organizational relationships are the artifacts of inherited tendencies and learned values, beliefs, and experiences previously programmed into our computer-like minds by ourselves and others.

The *pattern recognition* competency focuses on our ability to recognize those preprogrammed aspects of ourselves and others, and on the need for us to better manage our reasoning based on the why and how we think, learn, know, lead, and pursue certain objectives in all our societal endeavors. *Pattern Recognition (PR) combines with Systems Thinking (ST) to ensure more effective Situational Learning (SL).*

**My learning in terms of new insights, changing priorities, new commitments or skills I want to acquire:**

1. **Insight**: Life is full of patterns necessary for thinking, reasoning, behavior and taking action. Through nature and nurture we have been, and are continuously becoming, programmed in terms of our beliefs, values, preferences and biases. I need *conscious awareness of this reality*, and then manage my development carefully.

2. **Insight**: The brain is the pattern maker and repository for all personal and social cognition and physical and emotional development. It is my responsibility to manage the *evolution of my mental models* for growth, behavior, achievement and success.

3. **Commitment**: The universal goals and ideals presented in the Learnership Architecture are foundational beliefs in the American culture. It is my responsibility to *inculcate these beliefs in my life’s work* and be authentic when dealing with others.

4. **Commitment**: Given the wide variety of human programming, learning styles and preferences; I should strive to first observe and *understand these similarities and differences* before coming to conclusions and taking action.

5. **Commitment**: The nine *general principles of high achievers* illustrate attitudes, skills and activities I need to make part of my personal and professional way of being.

6. **Skill**: Investigate the psychological methodologies on which the Myers-Briggs, Hermann Brain Dominance, and Spiral Dynamics personality profiles have been developed.

### Chapter Seven: Reasoning Competency # 3: Situational Learning

A major life activity is dealing with the wide variety of situations we encounter on a daily basis. Some situations are routine and need little attention while at the other end of the continuum they may be significantly life and/or career threatening. What is important to understand is that every situation we encounter requires some amount of information gathering and analysis followed by decision making and action. And, *every situation is a potential learning opportunity.*

The *situational learning* competency is a significant element in human capital development and in becoming a learnership practitioner which makes it a foundational anchor in the practice of learnership. *Situational Learning (SL) benefits from the support provided by Systems Thinking (ST) and Pattern Recognition (PR) – and, it is an essential foundation for the practice of Knowledge Management (KM).*

**My learning in terms of new insights, changing priorities, new commitments or skills I want to acquire:**
1. Commitment: The concept of double-loop learning is an essential skill in becoming a proactive lifelong learner. *I need to enhance my willingness and ability to not only work my way through an experience, but to also observe that experience from a distance as it happens for the purpose of learning how well the process itself influenced the outcome.*

2. Insight: What distinguishes a good situational learner is the patience and ability for critical thinking; which almost by definition requires the knowledge of known reasoning errors that can diminish my capacity to reason.

3. Insight: No two situations are exactly the same. Information availability and interpersonal dynamics are always at play as are other influential factors. Hence some uncertainty and complexity must be considered in my discussions and deliberations.

4. Insight: Every day is different from every day before. This requires a willingness and ability to incorporate mental learning cycles (assess – decide – execute) and (sense – adapt – respond) into my conscious activity.

5. Commitment: Information overload is pervasive and cannot be stopped. However, I can and will prepare myself with a mental model and selective use of information to build valid knowledge and make thoughtful decisions.

6. Skill: Adapt and apply the Facilitating Group Dialogue technique illustrated in Figure 7-2, page 121.

**Chapter Eight: Reasoning Competency # 4: Knowledge Management**

Human development can only proceed as far as our combined knowledge will allow. Whether we view ourselves as individuals, organizations or communities, we are both empowered and constrained by our current knowledge, and our willingness and ability to acquire additional knowledge. Contemporary studies and writings indicate that knowledge may be systematically created, managed and used to enhance human development and to produce the products and services we need and desire.

The knowledge management competency is the core element in becoming a learnership practitioner. It is the knowledge repository for situational learning artifacts, and in turn, it is the storehouse for the tacit and explicit knowledge used by adaptive leaders in advancing personal and social initiatives. Knowledge Management (KM) is enabled by Situational Learning (SL) which itself is supported by Systems Thinking (ST) and Pattern Recognition (PR).

**My learning in terms of new insights, changing priorities, new commitments or skills I want to acquire:**

1. Insight: Selective use of data and information is essential for the recipient to build and enhance what they consider to be knowledge. However, each individual’s knowledge base is slightly different than that of others due to different prior knowledge and experience. Not all knowledge is created equal.

2. Insight: Some knowledge is created through explicit exchanges between people, and other knowledge may be obtained indirectly through tacit exchanges between people working and socializing together. Sharing that knowledge with others either explicitly or tacitly empowers learning, knowing, leading, and achieving for myself, organizations and communities.

3. Insight: Knowledge building and management results in the creation of intellectual capital which may be categorized as human, structural or customer capital. It is the accumulation of intellectual capital by myself, organizations and communities that define the growth and success of societies.

4. Commitment: Becoming a lifelong learner and proactive knowledge builder and manager inspires rapid social and economic progress. I need to make a daily commitment to inquire, collect, create and apply new knowledge to achieve my goals and life mission.

5. Commitment: Learn to recognize, understand and apply knowledge management technologies and practices within the social system-of-systems I experience on a daily basis.

6. Skill: Learn and implement elements of the Knowledge Management Competency: Process, Practices and Technologies (Figure 5-2, page 181) in my own personal and organizational knowledge-sharing activities.

**Chapter Nine: Reasoning Competency # 5: Adaptive Leadership**
No amount of knowledge has practical value until it is applied to human needs or concerns. Someone needs to articulate what is known, show relevancy to the situation or challenge at hand, and propose a course of action that can create a meaningful result. It is the work of leaders to craft visions and futures that inspire others to accept change and become participants in their journey forward.

The adaptive leadership competency is another foundational anchor in the learnership discipline because it moves knowledge into action. Theory is turned into practice, and practice leads to meaningful accomplishment for individuals and social organizations. Adaptive Leadership (AL) applies Knowledge Management (KM) which has been enabled by Situational Learning (SL) which is supported by Systems Thinking (ST) and Pattern Recognition (PR).

My learning in terms of new insights, changing priorities, new commitments or skills I want to acquire:

1. Insight: Understand the relationship among the learnership five reasoning competencies: systems thinking and pattern recognition together set the stage for improved situational learning – which, in turn, provides the data and information essential for accurate knowledge building and management. Only when these first three reasoning competencies are selectively and regularly employed can adaptive leadership be embraced by me for effective decision-making and action.

2. Insight: Uncertainty, complexity, competing demands and rapid speed all collude to make providing leadership a daunting challenge – often with time constraints and significant risk to individual and organizations.

3. Commitment: Learn to recognize the differences and appropriate use of Sense and Respond versus the Make and Sell business strategies. I need to understand when one is more effective than the other.

4. Commitment: Understand that the systematic action learning process, that includes double-loop learning, is a formidable methodology for optimizing group and team collaboration and decision-making.

5: Skill: Adapt and apply the Social Systems Change and Development technique in Figure 9-1.

6: Skill: Adapt and apply the Leader Attributes, Roles and Dialogue technique in Figure 9-2.

First Interlude: Transition from Reasoning Competencies to Social Systems Development

An interlude is included at this point to convey the consolidation of proactive concepts and reasoning skills already established precursors for their application to the four major social system of systems domains: personal, organizational, community and societal.

The primary documents include the Learnership Integrated Systems Architecture (LISA), the Learnership Architecture & Collaboration Instrument (LACI), the Learnership Systems Building Blocks (LSBB), and the list of Twenty-Five Learnership Practitioner Characteristics.

My learning in terms of new insights, changing priorities, new commitments or skills I want to acquire:

1. Commitment: Learn to understand and use the Learnership Integrated Systems Architecture (LISA) (Figure 1) as my personal mental model for organizing and applying critical thinking and problem solving.

2. Commitment: Learn to analyze and contribute to dialogue and decision-making using the Learnership Architecture and Collaboration Instrument (LACI) (Figure 6) when participating in teamwork and problem solving.

Chapter Ten: Personal (Micro) Systems Development

PSD is social synthesis at the micro-cognitive level, and is the starting point for managing the quality of our individual lives. Priority at this level is focused on continuous improvement of our health, character and ability. The universal goal selected for individuals is self-fulfillment, and the key role to be played is that of fellowship. Learning, knowing, and leading inform and activate PSD.

My learning in terms of new insights, changing priorities, new commitments or skills I want to acquire:

1. Insight: Understand the personal systems development model wherein subsystems personal health, personal ability and personal character are mutually reinforcing for me to achieve self-fulfillment.
2. **Insight:** Continuous *self-development* is based on my ability to acquire *self-knowledge* and willingness to pursue *self-renewal*.

3. **Commitment:** To learn and pursue the variety of behaviors that, together, define “*self-fulfillment*” – especially *letting my true self emerge*, being free from cognitive constraints imposed by others.

4. **Commitment:** Learn to appreciate *sane self-talk rather than crazy self-talk (Ellis and Harper)* as I continue to develop and evolve to be rational, enjoy having choices, avoid perfectionism, attempt to be objective, and strive for continuous improvement.

5. **Skill:** Continue to *develop as a learnership practitioner* by opening my mind to new avenues for investigation and integration into my own unique perspective of the human social system of systems.

6. **Skill:** Continue to *develop a professional presence* which requires building strong interpersonal relationships based on excellent communication skills and genuine good manners and productive business skills.

7. **Skill:** Pursue *physical and emotional health* as the foundation for a long life filled with learning, professional achievement and societal contribution.

**Chapter Eleven: Organization (Macro) Systems Development**

*OSD is social synthesis at the macro-cognitive level, and uses recognized benchmarks for achieving highly efficient and effective organizational performance. The organizational elements selected for intense management focus are the organization’s direction, operations and performance. The universal goal selected for organizations is high performance, and the key role to be played is leadership. Learning, knowing, and leading inform and activate OSD.*

*My learning in terms of new insights, changing priorities, new commitments or skills I want to acquire:*

1. **Insight:** Understand the *organizational systems development model* wherein subsystems *organization direction, organization operations, and organization performance* are mutually reinforcing for organizations to achieve *high performance*.

2. **Insight:** Continuous *high performance* is based on my ability to achieve organization external goals in terms of customer and client satisfaction and desired revenue and profit objectives.

3. **Insight:** Recognize that managing and consulting with leaders at the executive level of an organization requires my *holistic perspective and a commitment to integrated planning, organizing, sales management and production efficiency*.

4. **Commitment:** Reflect on the elements required to *build an intelligent organization*. According to authors Gifford and Elizabeth Pinchot there needs to be a balance between (1) individual rights – widespread truth and rights, freedom of enterprise and liberated teams; and (2) organizational responsibilities – equality and diversity, voluntary learning networks and democratic self-rule. An overarching condition I recognize as limited corporate governance.

5. **Commitment:** Understand the benefits of using a *comprehensive model for change and transformation* innovations when leading, coaching or consulting near the top of a large and complex enterprise. An example is the National Baldrige Award Model offered through the National Institute of Science and Technology (NIST) which I will continue to apply.

6. **Skill:** Expand my opportunities to deliver coaching and consulting services focused on *workforce development and transformation*.

7. **Skill:** Incorporate the *attributes of self-initiated followership* into my professional writing and coaching and consulting projects

8. **Skill:** I will conduct *transformational decision-making* (Figure 8-6) by ensuring that collecting information and making choices includes conducting systematic analysis, avoiding psychological traps, and considering appropriate policy trade-offs.

**Chapter Twelve: Community (Mega) Systems Development**
CSD is social synthesis at the mega-cognitive level, and uses community selected benchmarks for achieving highly efficient and effective town, city, county or state performance. The community elements selected for intense management focus are the community’s business, education and government contributions. The universal goal selected for communities is the common good, and the key role to be played is citizenship. Learning, knowing, and leading inform and activate CSD.

My learning in terms of new insights, changing priorities, new commitments or skills I want to acquire:

1. **Insight**: Understand the community systems development model wherein subsystems community government, community business, and community education are mutually reinforcing for communities to achieve the common good.

2. **Insight**: Achieving the common good depends on a spirit of citizenship which acts as a catalyst for collaboration among the individuals and organizations with a vested interest in living and working in close proximity with one another.

3. **Insight**: The importance of effective community social dialogue is a foundational tenet of community learnership. There are ten principles in this chapter that illustrate how dialogue differs from discussion, debate, and argumentation.

4. **Commitment**: Remember the book title: All Organizations are Public (Barry Bozeman) in which he argues that all organizations are based upon economic authority or political authority or some combination of the two – which are established by the society in which they reside. This concept is particularly appropriate for understanding the unique function of not-for-profit entities and public-private partnerships.

5. **Commitment**: Author John Gardner states that “apathy and lower motivation are the most widely noted characteristics of a civilization in decline.” My commitment is for action to counter that trend.

6. **Skill**: As a person who has made public service a long time part of his career, it is incumbent that I maintain and support people and initiatives that require public leaders to be ethical and experienced in the roles they assume and the decisions they make.

7. **Skill**: As an educator my concern is for the development of the next generation of citizens and leaders. I will make it my mission to act on John Dewey’s observation that “in a democracy, society accomplishes its objectives when schools place emphasis on development of individuals with the community.”

**Chapter Thirteen: Societal (Meta) Systems Development**

SSD is social synthesis at the meta-cognitive level, and consists of fully integrated reasoning and development across all four levels of social synthesis. SSD strives to capture the spirit of John Sullivan’s To Come to Life More Fully (1990), and suggests milestones for our timeless journey towards holistic personhood. The universal goal selected for the societal level is human enlightenment, and the key role to be played is statesmanship. Learning, knowing, and leading inform and activate SSD.

My learning in terms of new insights, changing priorities, new commitments or skills I want to acquire:

1. **Insight**: Aspiration for human enlightenment is inspired by the unique relationship between the American founding and the legacy of the European Enlightenment during the period of 1650 to 1800. It is through the work of luminaries such as Jefferson, Franklin, and Paine that the emerging progressive and socially participative ideas that the founding American documents got their energy and intellectual influence.

2. **Insight**: Societal systems development for human enlightenment represents the highest order of system-of-systems social integration. It is where people, organizations and communities optimize their use of learnership reasoning competencies and learnership practitioner practices through fellowship, leadership, citizenship and statesmanship to advance human evolution and development for posterity.

3. **Insight**: “The most exciting way to cope with life challenges requires that we cherish the courage to become, the capacity to reason, and the ability to care for other human beings.” (Paul Kurtz)

4. **Commitment**: Understanding the impact of the learnership universal knowledge spheres on the everyday lives and careers of individuals, organizations, communities and the society at large is an essential component of systems thinking, critical thinking and societal decision-making. Any issue that requires thinking and action across socio-economic or
political boundaries is sure to have impact on, or be impacted by, one or more of the social, political, economic, ecological, technological or geographic spheres of information and knowledge.

5. **Skill**: The book *Consilience: The Unity of Knowledge* by Edward O. Wilson argues that there is currently a “jumping together of knowledge” between the fields of science and the humanities over the long years of their seemingly fractured evolution. I believe that this convergence is an opportune time for integrating data, information and knowledge across the social system-of-systems in which we all live and hopefully prosper. I must continue to articulate the union of these domains.

6. **Skill**: The *Universal Declaration of Human Rights* (United Nations) illustrates how the world’s peoples should cast aside ignorant and destructive human thinking and behavior in order to make progress possible for humanity. Little international and individual state progress can be seen on this fifty year old visionary initiative. I will take this as a one person challenge to make a difference in this matter.

**Chapter Fourteen: Mid-Life Transition and Renewal**

This stage of cognitive and emotional awareness, and even discomfort, generally begins in the 45-55 age range, but can vary significantly depending on an individual’s particular life circumstances. It is often a period of disruptive feelings, cognitive dilemmas, and forced reflection on matters having to do with one’s life purpose, progress, happiness, experiences and increasing age.

My learning in terms of new insights, changing priorities, new commitments or skills I want to acquire:

1. **Commitment**: I am committed to further research and obtaining additional content for the Integrated Pathways for Adult Development model presented in Chapter Fourteen at Figure 14-7.

2. **Commitment**: I am committed to the twenty-five Learnership Practitioner behavior modifications summarized in this chapter.

3. **Insight**: I recognize that the term “generativity” applies to my mode of work and living here in the later stage of my life.

4. **Insight**: I have learned to agree with Marsha Sinetar when she encourages us that discovering our right livelihood leads to moving up the Maslow scale of human actualization to our highest level of personal achievement.

5. **Skill**: I will continue to learn to understand, adapt and take action to enhance my “personal presence” in life, work and legacy as I use the time I have left to take action.

**Chapter Fifteen: Senior Rejuvenation, Authentic Living, and Legacy Success.**

This stage of personal accomplishment is dedicated to completing a person’s lifetime of learning and development in preparation for the explanation and documentation of thoughts, feelings and transformational insights that may be useful for others to know. It is the place for prioritization of topics and removal of issues required to achieve self-fulfillment.

My learning in terms of new insights, changing priorities, new commitments or skills I want to acquire:

1. **Commitment**: Commit to building an exceptional 50+ lifestyle and career.

2. **Commitment**: Commit to establishing a memorable legacy.

3. **Insight**: Achieving cognitive and emotional integration is an admirable life objective.

4. **Insight**: Becoming an “elder by the fireside” is a worthy senior life accomplishment.

[Author’s Note: After completing the above task, you are reminded to return back to Part A where you will create seven summary level statements that mobilize your activities over the next three to five years.]
Appendix B (Continued)


ITEM I: Completed Example
ITEM II: Blank Form – For others to complete

ITEM II Blank Form – For others to complete

Part A. Overall Summary (Author’s Note: Complete Part B individual Chapter Summaries (below) first in preparation to complete this Part A summary afterward)

1. Personal Reflections (Cross reference with your Authentic Personal Brand Balanced Scorecard (Internal) if and when your own Part II (Chapter Four) Authentic Personal and Professional Balanced Scorecard is completed.

2. Human Relations [Cross reference with your Authentic Personal Brand Balanced Scorecard (External) if and when your own Part II (Chapter Four) Authentic Personal and Professional Balanced Scorecard is completed.

3. Learning and Commitment [Cross reference with Rudy’s Authentic Personal Brand Balanced Scorecard (Knowledge and Learning) if and when your own Part II (Chapter Four) Authentic Personal and Professional Balanced Scorecard is completed.

4. Next Steps: Planning for an Improved Life, Career and Legacy
5. Vision for Myself

6. Mission for Myself

7. Major Roles for Myself
Part B. Chapter Summaries (Author’s Note: Complete this section first, then proceed back to the Part A, Overall Summary, above)

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1. **Insight**: Learnership is a conjunction of *Learning and Leadership* that translates into “lifelong learning for a mindful way of being.” And, learnership is presented as both a philosophy for life and career management, and as the architecture for a structured approach for thinking, learning, knowing, leading and action. In practice, learnership is a comprehensive and integrated social process that encompasses the concepts of *human capital* and *total knowledge management*.

2. **Insight**: The components in the learnership architecture include: *five reasoning competencies* that enable the progressive improvement of *four social system domains* that are interoperable with six societal responsibilities represented as *universal knowledge spheres*. The goals of each domain are meaningful cultural outcomes within a set of values and behaviors presented as *universal ideals*.

3. **Commitment**: I will continue to pursue multidisciplinary thinking, learning and reasoning to enhance my personal and career accomplishments.

4. **Skill**: Adopt and implement the *learnership personal benefits from learning and development* in Figure 1-3.

5. **Skill**: Adopt and implement the *learnership practitioner development process* in Figure 1-5.

Chapter Two: Discovering the Meaning of Your Life

In the pursuit of discovering what we term our “*meaning*” it is essential that we understand that while “meaning” is often thought to be something dynamic we objectively demonstrate outside ourselves, in fact, “meaning” always begins inside ourselves as our worldview of appropriate beliefs, values, motives and preferred actions before we reveal them to others.

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1. **Insight**:

2. **Commitment**:

3. **Skill**:

Chapter Three: Being the Project Manager of Your Life

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The project manager is responsible for the overall integration and completion of all activities leading to project success, and everyone can be the project manager of their own life.

My learning in terms of new insights, changing priorities, new commitments or skills I want to acquire:
Chapter Four: Crafting Your Authentic Personal and Professional Brand

The technological revolution has changed the structure of careers today. It used to be that you went to work for one or two companies in your entire career. Today we will all have as many as four to eight jobs or careers in our lifetime.

Personal Branding is essential to personal and career development. It is an effective career tool because it helps define who you are; what you stand for; what makes you unique, special, and different; how you are great; and why you should be sought out as a colleague.

My learning in terms of new insights, changing priorities, new commitments or skills I want to acquire:

1. Insight:
2. Commitment:
3. Skill:

Chapter Five: Reasoning Competency # 1: Systems Thinking

A system perspective on social matters that illustrates the interdependency and mutual support among the personal, organizational, and community subsystems within which we learn, develop, and strive for success.

The system thinking competency helps us develop a broader, more integrated outlook, and to expand the contextual environment of our thoughts and decisions. The use of system thinking inspires us to be integrative thinkers and discover opportunities to synthesize our learning for better understanding. Systems Thinking (ST) and Pattern Recognition (PR) combine to assure more effective Situational Learning (SL).

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1. Insight:
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3. Insight:

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By definition, a pattern can be an archetype, a model, an ideal worthy of imitation, a representative sample of some thing, or a composite of traits or features characteristic of individuals. All biological life forms maintain and exhibit patterns of activity; and, the social development of humankind is inextricably anchored to our thought processes as revealed in our behavior. The cultural expectations, documented methodologies, and established practices that form our human experience and interpersonal and organizational relationships are the artifacts of inherited tendencies and learned values, beliefs, and experiences previously programmed into our computer-like minds.

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My learning in terms of new insights, changing priorities, new commitments or skills I want to acquire:
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A major life activity is dealing with the wide variety of situations we encounter on a daily basis. Some situations are routine and need little attention while at the other end of the continuum they may be significantly life and/or career threatening. What is important to understand is that every situation we encounter requires some amount of information gathering and analysis followed by decision making and action. And, every situation is a potential learning opportunity.

The situational learning competency is a significant element in human capital development and in becoming a learnership practitioner which makes it a foundational anchor in the practice of learnership. *Situational Learning (SL) benefits from the support provided by Systems Thinking (ST) and Pattern Recognition (PR) – and, it is an essential foundation for the practice of Knowledge Management (KM).*

My learning in terms of new insights, changing priorities, new commitments or skills I want to acquire:

1. Commitment:
2. Insight:
3. Skill:

Chapter Eight: Reasoning Competency # 4: Knowledge Management

Human development can only proceed as far as our combined knowledge will allow. Whether we view ourselves as individuals, organizations or communities, we are both empowered and constrained by our current knowledge, and our willingness and ability to acquire additional knowledge. Contemporary studies and writings indicate that knowledge may be systematically created, managed and used to enhance human development and to produce the products and services we need and desire.

The knowledge management competency is the core element in becoming a learnership practitioner. It is the knowledge repository for situational learning artifacts, and in turn, it is the storehouse for the tacit and explicit knowledge used by adaptive leaders in advancing personal and social initiatives. *Knowledge Management (KM) is enabled by Situational Learning (SL) which itself is supported by Systems Thinking (ST) and Pattern Recognition (PR).*

My learning in terms of new insights, changing priorities, new commitments or skills I want to acquire:

1. Commitment:
2. Insight
3. Skill:

Chapter Nine: Reasoning Competency # 5: Adaptive Leadership

No amount of knowledge has practical value until it is applied to human needs or concerns. Someone needs to articulate what is known, show relevancy to the situation or challenge at hand, and propose a course of action that can create a meaningful result. It is the work of leaders to craft visions and futures that inspire others to accept change and become participants in the journey forward.
The adaptive leadership competency is another foundational anchor in the learnership discipline because it moves knowledge into action. Theory is turned into practice, and practice leads to meaningful accomplishment for individuals and social organizations. Adaptative Leadership (AL) applies Knowledge Management (KM) which has been enabled by Situational Learning (SL) which is supported by Systems Thinking (ST) and Pattern Recognition (PR).

My learning in terms of new insights, changing priorities, new commitments or skills I want to acquire:

1. Commitment:

2. Insight:

6. Skill:

First Interlude: Transitioning from Reasoning Competencies to Social Systems Development

An interlude is included at this point to convey the consolidation of proactive concepts and reasoning skills already established as a precursor to their application to the four major social system of systems domains: personal, organizational, community and societal.

The primary documents include the Learnership Integrated Systems Architecture (LISA), the Learnership Architecture & Collaboration Instrument (LACI), the Learnership Systems Building Blocks (LSBB), and the list of Twenty-Five Learnership Practitioner Characteristics.

My learning in terms of new insights, changing priorities, new commitments or skills I want to acquire:

1. Commitment:

2. Insight:

3. Skill:

Chapter Ten: Personal (Micro) Systems Development

PSD is social synthesis at the micro-cognitive level, and is the starting point for managing the quality of our individual lives. Priority at this level is focused on continuous improvement of our health, character and ability. The universal goal selected for individuals is self-fulfillment, and the key role to be played is that of fellowship. Learning, knowing, and leading inform and activate PSD.

My learning in terms of new insights, changing priorities, new commitments or skills I want to acquire:

1. Commitment:

2. Insight:

5. Skill:

Chapter Eleven: Organization (Macro) Systems Development

OSD is social synthesis at the macro-cognitive level, and uses recognized benchmarks for achieving highly efficient and effective organizational performance. The organizational elements selected for intense management focus are the organization’s direction, operations and performance. The universal goal selected for organizations is high performance, and the key role to be played is leadership. Learning, knowing, and leading inform and activate OSD.

My learning in terms of new insights, changing priorities, new commitments or skills I want to acquire:

1. Commitment:
Chapter Twelve: Community (Mega) Systems Development

CSD is social synthesis at the mega-cognitive level, and uses community selected benchmarks for achieving highly efficient and effective town, city, county or state performance. The community elements selected for intense management focus are the community’s business, education and government contributions. The universal goal selected for communities is the common good, and the key role to be played is citizenship. Learning, knowing, and leading inform and activate CSD.

My learning in terms of new insights, changing priorities, new commitments or skills I want to acquire:

1. Commitment:
2. Insight:
3. Skill:

Chapter Thirteen: Societal (Meta) Systems Development

SSD is social synthesis at the meta-cognitive level, and consists of fully integrated reasoning and development across all four levels of social synthesis. SSD strives to capture the spirit of John Sullivan’s *To Come to Life More Fully* (1990), and suggests milestones for our timeless journey towards holistic personhood. The universal goal selected for the societal level is human enlightenment, and the key role to be played is statesmanship. Learning, knowing, and leading inform and activate SSD.

My learning in terms of new insights, changing priorities, new commitments or skills I want to acquire:

1. Commitment:
2. Insight:
3. Skill:

Chapter Fourteen: Mid-Life Transition and Renewal

This stage of cognitive and emotional awareness, and even discomfort, generally begins in the 45-55 age range, but can vary significantly depending on an individual’s particular life circumstances. It is often a period of disruptive feelings, cognitive dilemmas, and forced reflection on matters having to do with one’s life purpose, progress, happiness, experiences and increasing age. Challenges include moving from independency to interdependency and from intimacy to generativity.

My learning in terms of new insights, changing priorities, new commitments or skills I want to acquire:

1. Commitment:
2. Insight:
3. Skill:

Chapter Fifteen: Senior Rejuvenation, Authentic Living, and Legacy Success.
This stage of personal accomplishment is dedicated to completing a person’s lifetime of learning and development in preparation for the explanation and documentation of thoughts, feelings and transformational insights that may be useful for others to know. It is the place for prioritization of topics and removal of issues required to achieve self-fulfillment.

My learning in terms of new insights, changing priorities, new commitments or skills I want to acquire:

1. Commitment:
2. Insight:
3. Skill:

[Author’s Note: After completing the above task, you are reminded to return back to Part A where you will create seven summary level statements that mobilize your activities over the next three to five years.]
Appendix C
Personal eBook Publishing: My Authentic Personal and Professional Brand

[Author’s Note]: This part is adapted from the work of Dr. Hubert Rampersad and includes excerpts from his book Authentic Personal Branding (2009) and Rudolph Garrity’s Personal Brand (2014).

ITEM I: Completed Example – Dr. Rudy Garrity’s Authentic Brand
ITEM II: Blank Form – For others to complete.

ITEM I: Completed Example – Dr. Garrity

Contents
Preface: Importance of an Authentic Personal and Professional Brand
Chapter 1: My Authentic Personal and Professional Branding
Chapter 2: My Authentic Personal Ambition
Chapter 3: My Authentic Personal Brand
Chapter 4: My Authentic Personal Balanced Scorecard
Chapter 5: My Authentic Personal Brand Implementation and Cultivation
Chapter 6: My Authentic Personal Brand Alignment with Myself and Corporation

Preface: Importance of an Authentic Personal and Professional Branding

Customers must recognize that you stand for something.
– Howard Schultz, Chairman of Starbucks

The underlying assumption of personal-branding philosophy is that each of us has unique gifts and a distinct purpose and dream in life. By connecting these gifts, purpose and dream, we open ourselves up to greater happiness and success in life (Frost, 2003). This fits very well to my holistic and authentic personal branding model, which will be discussed in the following sections. This new blueprint will help me to unlock my potential and build a trusted image of myself that I want to project in everything I do. It must therefore be in harmony with my true values, beliefs, dreams, and genius. When my brand is combined with powerful tools, it will deliver peak performance and create a stable basis for trustworthiness, credibility, and personal charisma.

This inside-out approach is durable and differs from traditional methods, and is based on a passion for developing human potential. This new approach places more emphasis on understanding myself and the needs of others, meeting those needs while staying true to my values, improving myself continuously, and realizing growth in life based on this personal branding journey. It focuses on the human side of branding, and includes my reputation, character and personality. If am well branded according to this approach, I will find it easier to convince others and I will attract the people and opportunities that are a perfect fit for me.

The authentic personal branding process starts with determining who I am at my core authentic self. Rather than inventing a brand that I would like to be perceived as and to sell myself to others, this one is based on my life philosophy, dreams, vision, mission, values, key roles, identity, self-knowledge, self-awareness, self-responsibility, positive attributes, and self-management. With an authentic personal brand, my strongest characteristics, attributes, and values can separate me from the crowd. Without this, I look just like everyone else. If I am not branded in an authentic, honest, and holistic way, if I don’t deliver according to my brand promise, and if I focus mainly on selling, packaging, outward appearances, promoting myself, and becoming famous, I will be perceived as not being authentic.

LEARNING OBJECTIVES
After reading this authentic branding methodology and applying its concepts, I am learning to:
• Build, implement, and cultivate an authentic, distinctive, inspiring, compelling, enduring personal brand.
• Create positive perceptions and emotions in the mind of my prospects (that I am different, special, unique, and authentic) based on my personal brand.
• Build a truly lasting and trusted relationship with my clients, make an emotional connection with them, and managing their expectations and perception effectively.
• Manage and influence how others perceive me and think of me.
• Stimulate meaningful perceptions about the values and qualities I stand for.
• Use my brand to communicate my unique service that provides a sense of value for my target audience, which is in line with my dreams, purpose in life, values, passion, competencies, uniqueness, genius, specialization, characteristics, and things that I love doing.
• Position myself strongly in relation to my competitors, built a strong reputation, and develop an effective image of myself that I want to project in everything I do.
• Communicate what I stand for in a unique way that is different from others in my field and that gets inside people’s minds.
• Provide value to others continuously, create visibility, build trust, and reinforce integrity, honesty, trustworthiness, credibility, transparency, and personal charisma.
• Build a trusted image of myself, which is based on my true values, beliefs, dream, and genius.
• Make a difference in relationships throughout my life, fire my passion, and be happy and attract success.

Remember what Albert Einstein said: Try not to become a person of success but a person of value.

Chapter 1: My Authentic Personal and Professional Branding

Having a strong personal brand seems to be a very important asset in today’s online, virtual, and individual age. It is becoming increasingly essential and is the key to personal success. Everyone has a personal brand but most people are not aware of this and do not manage this strategically, consistently, and effectively. I should take control of my brand and the message it sends and affects how others perceive me. This will help me to actively grow and distinguish myself as an exceptional professional.

My personal brand should be authentic, which means that it always should reflect my true character, and should be built on my dreams, life purpose, values, uniqueness, genius, passion, specialization, characteristics, and things what I love doing. If I am branded in this organic, authentic and holistic way my personal brand will be strong, distinctive, meaningful, inspiring, and memorable. I will also create a life that is fulfilling, automatically attract the people and opportunities that are a perfect fit for me, and increase my ability to deliver peak performances.

Branding isn’t just for corporations anymore. There is a new trend called "Personal Branding". The reason for this is (Jane Tabachnick, 2007):

1. The technological revolution has changed the structure of careers today. It used to be that we went to work for one or two companies in our entire career. Today we will all have as many as four to eight jobs or careers in our lifetime. Personal Branding is essential to career development and an effective career tool because it helps define who we are, what we stand for, what makes us unique, special, and different, how we are great, and why we should be sought out.

2. The change in the way we communicate. The internet has elevated each of us to the position of publisher. Email, newsgroups, bulletin boards, blogs, and online network and discussion groups afford all of us the opportunity to learn, network and get exposure for our businesses and ourselves. People want to do business with people they know or people they feel they can trust, with whom they feel some sort of connection, and with whom they relate. If we are a familiar, friendly, and consistent presence and brand online, people will have the sense that they know us and be more receptive to doing business with us. So Personal Branding is also essential to business development.

According to Randall Hansen (2007) “Branding can be defined as a promise… a promise of the value of the product… a promise that the product is better than all the competing products… a promise that must be delivered to be successful". Being good and accomplished in our field is not enough. It’s time to give serious effort to discovering our genius, passion, and our authentic dream, imagining and developing ourselves as powerful, consistent, and memorable people with our own specific brand, as we do related work we love. We can shape the market’s perception of our Personal Brand by defining our unique strengths, values, and personality, sharing it with others in an exciting, persuasive manner, and cultivating our brand continuously. It’s something that we can develop and manage, which is essential for future employability and success in life. Everyone has a chance and should take the responsibility to learn, improve, build their skills and be a strong brand.

Everyone has a personal brand but most people are not aware of this and do not manage this strategically and effectively. I should take control of my brand, the message it sends and its affect on how others perceive me. This will help me to actively grow and distinguish myself as an exceptional professional. Having a strong personal brand has benefits. It:
1. Stimulates meaningful perceptions about the values and qualities that I stand for.

2. Tells others: who I am, what I do, what makes me different, how I create value for them, and what they can expect when they deal with me, and influences how others perceive me.

3. Creates expectations in the mind of others of what they will get when they work with me.

4. Creates an identity around me which makes it easier for people to remember who I am.

5. Gets my prospects to see me as the only solution to their problem.

6. Puts me above the competition and makes me unique and better than my competitors in the marketplace.

An Authentic Branding Model:

A great brand taps into emotions….Emotions drive most, if not all, of our decisions. A brand reaches out with a powerful connecting experience. It’s an emotional connecting point that transcends the product….A great brand is a story that’s never completely told. A brand is a metaphorical story that’s evolving all the time…..Stories create the emotional context people need to locate themselves in a larger experience. -- Scott Bedbury

This chapter emphasizes the organic, holistic and authentic branding model, which provides an excellent framework and roadmap to develop, implement, and cultivate an authentic personal and corporate brand in a sustainable way.

The authentic branding model consists of four phases which are the building blocks of sustainable personal leadership branding (Rampersad, 2009, 2014):

1. Authentic Personal Branding:
   a. Personal Ambition: this phase involves a soul-searching process based on thought, introspection, and self-reflection supported through use of a “breathing and silence exercise.” Questions which I can ask myself are: Who am I, What do I stand for?, What makes me happy?, What do I live for?, Why do I want to lead? What's the purpose of my leadership? The result of this phase is the formulation of my personal mission, vision and key roles. On the basis of insights acquired through this process, I can develop self-awareness and self-regulation, which are the foundation of trustworthiness, integrity, and openness to learn. (See chapter 2)
b. Personal Brand; this phase involves defining and formulating an authentic, distinctive, and memorable personal brand promise, and using it as the focal point of my behavior and actions. This must be in harmony with my personal ambition. (See chapter 3)

c. Personal Balanced Scorecard (PBSC); personal ambition has no value unless I take action to make it a reality. Therefore the emphasis in this stage is developing an integrated and well-balanced action plan based on my personal ambition to realize your life objectives. It's about translating my personal ambition into action. Personal branding without continuous improvement of yourself based on your PBSC is merely cosmetic and will not lead to my sustainable growth. My PBSC entails my personal critical success factors that are related to my personal ambition and my corresponding objectives, performance measures, targets and improvement actions (Rampersad, 2006). It is divided into the four perspectives: internal, external, knowledge & learning, and financial perspectives. (See chapter 4)

d. Implementation and Cultivation of My Personal Brand; personal ambition and personal balanced scorecard have no value unless I implement them to make them a reality. Therefore the next step is to implement, maintain, and cultivate my ambition, personal brand and PBSC to manage myself effectively. This focuses on my private life and business life. To guide me in this process I have used a unique learning cycle called the Plan-Deploy-Act-Challenge cycle (PDAC cycle), which should be followed continuously (Rampersad, 2003, 2006, 2009). To live in accordance with my personal ambition and related PBSC through its implementation using the PDAC cycle, results in a journey towards self-awareness, flow and happiness. (See chapter 5)

2. Alignment with Yourself:

Aligning your personal ambition with my behavior and my way of acting is needed to develop personal integrity. I need to commit myself to live and act according to my personal ambition and to keep promises that I make to myself. Personal branding built on a person’s true character is sustainable and strong. I should reflect my true self and must adhere to a moral and behavioral code set down by my personal ambition. This means that who I really am, what I care about, and my passions should come out in my personal ambition, and I should act and behave accordingly (I should be myself) to build trust.

These first two stages in the authentic branding model focus on personal leadership development by cultivating my inner compass.

3. Authentic Corporate Branding:

a. Corporate Ambition; this phase involves defining and formulating the shared corporate ambition. It entails the soul, core intention and the guiding principles of the organization and encompasses the corporate mission, vision, and core values.

b. Corporate Brand; this phase involves defining and formulating an authentic, distinctive, and memorable corporate brand promise, and using it as the focal point of the organization’s behavior and actions. This must be in harmony with the shared corporate ambition.

c. Corporate Balanced Scorecard (CBSC); the emphasis in this stage is developing an integrated and well-balanced action plan based on the corporate ambition to realize the corporate objectives. It offers a means to maintain balance between financial and nonfinancial measures and to connect strategic and operational standards. The CBSC entails the related corporate critical success factors, objectives, performance measures, targets and improvement actions, divided into four perspectives: financial, external, internal, and knowledge & learning. The CBSC is needed to improve the business processes continuously based on the corporate ambition in order to add value to customers and satisfy them.

d. Implementation and Cultivation of the Corporate Brand; the next step is to implement, maintain, and cultivate the corporate ambition, the corporate brand and CBSC in order to govern my organization effectively, to deliver peak performance, and to create competitive advantage. To guide you in this process I have introduced the Plan-Deploy-Act-Cultivate cycle (PDAC cycle), which should be followed continuously. To operate in accordance with the corporate ambition, corporate brand and related CBSC, through its implementation using the PDAC cycle, results in a journey towards sustainable business success.

4. Alignment with My Corporation:

The emphasis in this final stage is aligning personal ambition with corporate ambition and creating uniformity of personal and organizational values. It’s about aligning personal branding with corporate branding and getting the optimal fit and
balance between these two activities in order to enhance labor productivity, to create a climate of trust, and to stimulate engagement, commitment, integrity, and passion in the organization. This is needed because staff members don’t work with devotion or expend energy on something they do not believe in or agree with. If there is a match between their interests and those of the organization, or if their values and the organization’s values align, they will be engaged and will work with greater commitment and dedication towards realizing the corporate objectives. The effective combination of all these four phases creates a stable basis for a high-performance and ethical organization. As we can see from Table 1-1, the authentic branding model gives us insight into both the way authentic branding can be developed effectively and the coherence between its different aspects.

[Author’s Note: The Breathing and Silence Exercise below is known to be helpful for deep contemplation and relaxation when preparing to complete some of the tasks included in Authentic Personal Branding.]

<table>
<thead>
<tr>
<th>An Integrated Breathing and Silence Exercise</th>
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</thead>
<tbody>
<tr>
<td>(Rampersad, 2009, 2014)</td>
</tr>
</tbody>
</table>

**Step 1: Breathing Exercise**

1. Look for a quiet spot with fresh air and make sure that you will not be disrupted.
2. Sit in a comfortable chair with an upright back, and your shoulders and neck relaxed.
3. Gently rest your hands on your knees, with your palms upward and close your eyes.
4. Breath deeply through your nose according to the following rhythm: inhale deeply during a count to four (your stomach fills like a balloon), hold your breath during four counts, and exhale fully and slowly during a count of six (your stomach flattens again) and stop for two counts. Focus on the rhythm of breathing in and out.
5. Focus your attention entirely on your breathing during this process and observe how your life energy flows through your body. During the breathing you will become more relaxed. Concentrate on the feeling of relaxation in your whole body (face, shoulders, hands, feet, etc.).
6. Repeat this process during 10-15 minutes.

**Step 2: Silence Exercise**

After finishing the breathing exercise, remain in your sitting position with your back straight, relax your arms, keep your eyes closed and breathe normally through your nose.

1. Focus entirely on your thoughts; do not concentrate on anything else. If thoughts do enter, do not force them out but simply let them pass like clouds making way for the beautiful blue sky.
2. Allow your thoughts to come and go, including the thoughts related to the Personal Brand questions.
3. Be open to all images that come up in your mind. Imagine that you are in a garden and that a wise man approaches you who, after introducing himself, asks you some of the Personal Brand questions mentioned below. Listen carefully to the answers of your inner voice and write these down immediately after this exercise.
4. Listen carefully to the answers of your inner voice and write these down immediately after this exercise.

Open your eyes slowly after 10-15 minutes and write the answers of your inner voice in your personal ambition statement and your personal brand diary. The purpose of this diary is to be able to use this information to update your personal ambition and personal brand and keep record of your experiences and progress in each session.

| Table 1-1 |

**Chapter 2. My Authentic Personal Ambition**

“The future belongs to those who believe in the beauty of their dreams”

-- Eleanor Roosevelt
Before anyone can clearly define and describe an Authentic Personal Brand, they need to start with the dream or vision of the person behind the brand. They need to define their purpose in life, values, roles in life, the meaning of your life, and what you want with their life. They should give serious effort to discovering their genius and authentic dream, imagining and developing themselves as a powerful, consistent, and memorable Personal Brand.

[Author’s Note: Following Dr. Rampersad’s method, I will present below my own up-to-date Authentic Personal Branding results starting with Personal Ambition (vision, mission, key roles) which focuses on my defined purpose in life, values, roles in life, the meaning of my life, and what I want to accomplish with my life.

The first stage in the authentic personal branding journey is primarily concerned with defining and formulating my Personal Ambition in an exciting and persuasive manner and make it visible (see Figure 2.1). My Personal Ambition entails my dream (vision), my identity (mission) and my key roles in life. My dream is related to a higher calling and to my uniqueness. I am aware of this higher calling, a so-called inner assignment. I am aware of this higher calling and have the commitment to follow it in order to be successful and have more meaning in life.

My own dream can be thought of as a synonym for my Personal vision. While personal “mission” is aimed at my being (an articulation of what I’m all about), personal “vision” is focused on who and what I am becoming. My personal vision motivates me, my personal mission inspires me, and my personal key roles guide my relationships with others. My values are included in all these three elements. Personal Ambition, here, is defined as personal vision, mission, and key roles, which are divided into four unique perspectives for deeper personal assessment: internal, external, knowledge & learning, and financial.

Figure 2-1: Personal Ambition Stage

The four perspectives that follow should be in balance and are of essential importance for my self-development, personal well-being, and marketing success of my brand. These are:

1. Internal: my physical health and mental state. How can I control these in order to create value for myself and others?

2. External: my relations with my customers, spouse, children, friends, manager, colleagues, and others. How do they see me?

3. Knowledge and learning: my skills and learning ability. How do I learn, and how can I remain successful in the future?

4. Financial: financial stability. To what degree am I able to fulfill my financial needs?
[Author’s Note: The formulation of everyone’s Personal Ambition is most effective when it complies with the following criteria.]

1. Your personal vision motivates you, your personal mission inspires you, and your key roles guide your relationships.

2. Your personal vision is about becoming and your personal mission about being.

3. The four perspectives: financial, external, internal, and knowledge and learning are a part of it.

4. The emphasis is on unselfishness and authenticity.

5. Your values should explicitly be included in your personal vision, mission, and key roles.

6. Is specific to each person and includes ethical starting points, with an emphasis on your dream, uniqueness, genius, skills, principles, and values.

7. Personal mission is short, clear, simple, and formulated in the present tense; it is concrete and may be used as a guideline.

8. Personal vision is ambitious and should give direction to personal initiative and creativity, and combines personal power and energy.

9. Personal mission indicates how a person wants to distinguish him or herself in society.

My Personal Vision:

My personal vision statement is a description of the way in which I want to realize my dream in the long term. It indicates where I am going, which values, beliefs and principles guide me on my way, what I want to achieve, what I want for my life, what my long-term intentions are, what talents, skills and experiences I need to add value to others, and where I want to be at the end of my life.

My values and the four basic perspectives: internal, external, knowledge & learning, and financial are clearly recognizable in my ambition statement. These perspectives are an integral part of personal ambition in order to be able to completely formulate my Personal Ambition and my Personal BSC, and in order to improve continuously based on my Personal BSC (to live a balanced life).

Rudy’s Personal Vision

To become a happy and respected family man, and an exceptional leader of an educational organization that provides innovative training, coaching and consulting to individuals, organizations, and communities. I want to realize this in the following way:

- Enjoy health and economic security to secure family relationships
- Acquire fame and financial security to enjoy life and contribute to the community common good
- Be generous and compassionate to inspire others and earn their respect
- Influence learning organizations to build human capital and produce innovative services
- Model the best practices in personal management and professional performance for greater achievement
- Experience enjoyment in my work by being full of initiative, accepting challenges continuously, and to seek opportunities for learning
My Personal Mission:

My personal mission is about being and giving meaning to my life. It encompasses my philosophy of life and my overall objectives, indicating who I am, the reason for my existence, why I am here on earth, what I stands for, what makes me unique, special and different, what is decisive for my success, what are my unique talents, what are my overall life objectives, and what is my life purpose. I reflected on these questions and answered them honestly:

1. What moves me?

2. Where do I find joy?

3. What words would others use to describe me?

4. What can others depend on me for?

5. Am I seen as someone who is reliable? Or, am I seen as someone who is self-serving?

6. Do I stand out among my competitors and colleagues? I know I need to identify what makes me unique, and then stick with it, not lose sight of it, and maintain my focus.

To get an accurate picture about his mission, I also considered how I am introduced to others, and what my friends, family and colleagues might say about me when I am not around. I wondered how others might perceive my values and what others would gladly pay me to do? This took a good bit of my thinking and self-knowledge. I also reflected on how to distinguish myself from others and figure out what it takes to create a distinctive role for myself in society.

My Personal Ambition is formulated as a high level statement to reflect on the whole of my life and everything my life has yet to achieve as I go forward. Everyone is invited to take a look at my short and supporting Personal Mission statement below. I think there is some differentiation from others.

<table>
<thead>
<tr>
<th>My Personal Mission</th>
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<tbody>
<tr>
<td><strong>Rudy’s Personal Mission</strong></td>
</tr>
<tr>
<td>To be a personal success and a valued contributor to organizational high performance and American societal development, I want to fulfill my vision in the following way:</td>
</tr>
<tr>
<td>• <strong>Internal</strong>: As I progress through my senior years, it is important that I adhere to good nutrition, maintain a healthy weight, and participate in regular exercise. This routine will help me remain mentally alert, avoid excessive physical diminishment, and maintain long-term loving relationships with my family, friends and colleagues.</td>
</tr>
<tr>
<td>• <strong>External</strong>: I am obliged to stay engaged with others in a friendly, collegial manner so that strong and trusted relationships continue to support my longevity. Additionally, I need to enjoy my later stages of life where mentoring and sharing with others may prove to be life affirming activities.</td>
</tr>
<tr>
<td>• <strong>Knowledge &amp; Learning</strong>: I remind myself that my lifelong pursuit of learning for knowledge building and innovative action is essential for me to obtain closure on what I have come to understand is my vision and mission. There remains only a short time for me to integrate and holistically explain what I have come to know as indispensable for experiencing a mindful way-of-being.</td>
</tr>
<tr>
<td>• <strong>Financial</strong>: I know that I now have the benefit of modest and continuing income. However, as I choose to work to achieve my vision and mission, I must seek considerable additional income that will sustain not only my wife and me, but will leave a respectable legacy so my children and grandchildren have the opportunity to experience their own significant personal growth and professional development.</td>
</tr>
</tbody>
</table>

My Key Roles:

In order to continue building a strong Personal Ambition I need to identify and add the key roles and relationships I plan to have with people who truly matter to me. These relationships are related to the essential roles in my life I wish to fulfill. The Key Roles indicate what type of trustworthy relationships I would like to have with my life companion, children,
friends, customers, employer, co-workers, and others. This relationship evolves and grows; the deeper the relationship, the better the mutual understanding.

Of course, the most intimate relationship I have is with me. This is covered in my authentic personal vision and mission, which is based on self-awareness – and extended to others as my Key Roles. I made a list of these that I am fulfilling in life with my family, friends and important others; and selected my key roles in this list, which illustrates my personal vision and mission in action.

Rudy’s Key Roles

In order to achieve my vision and mission, the following key roles have top priority:

**Spouse:** To be happy together with my wife; give and receive love and companionship.

**Father:** To love and help my children and grandchildren seek and find their respective paths to mindful ways-of-being.

**Sibling:** To continue a kind and loving relationship with my sister throughout our senior years.

**Educator:** Become a lifelong learner who exemplifies constant intellectual and emotional development as I pass through many stages of life. And, be an exemplar of personal reflection to discover hidden talents for utilization and weaknesses for modification.

**Leader:** Become an authentic manager and leader who are thoughtful, fair, and motivational towards those subject to my influence. And, be a person who demonstrates remarkable self-management and professional capabilities in the presence of others.

**Friend and Colleague:** Become an honest and trustworthy supporter that provides encouragement and assistance during trying times. And, be known as a mentor who guides others toward choices and opportunities they desire.

My **Personal Ambition** (vision, mission, and key roles) are now ready to set the stage for developing my **Personal Brand** and then my **Personal Balanced Scorecard**.
Chapter 3. My Authentic Personal Brand

A product is something made in a factory; a brand is something that is bought by the customer. A product can be copied by a competitor; a brand is unique. A product can be quickly outdated; a successful brand is timeless.

-- Stephen King, WPP Group

The second stage in the Personal Branding journey is primarily concerned with defining and formulating a sustainable, strong, authentic, consistent, and memorable Personal Brand identity, which is in harmony with my Personal Ambition.

**Figure 2-2: Personal Brand Stage**

First of all, I performed a personal SWOT analysis and evaluated myself honestly calling to mind the results of the previous breathing and silence exercise. The result of this analysis and evaluation is the definition of my personal life style. This relates to my Personal Brand objectives, what results I want to achieve with my Personal Brand. These are related to the four perspectives: internal, external, knowledge & learning, and financial.

I determined my specialization, concentrating on a single core talent, what my main specific services are, what my key characteristics are, what my single leading and most powerful attribute is, who my audience (domain) is, and what their greatest needs are. My Personal Brand Statement entails the total of my Personal Ambition, brand objectives, specialty, service, dominant attribute, and domain. My Unique Value Proposition (UVP) is part of this.

The next step was to define my Personal Brand Story (Elevator Pitch), which is the essence of what I want to say about my Personal Brand in order to produce a positive emotional reaction. Finally, I designed my Personal Logo and Slogan which is a single graphical symbol that represents my Personal Brand.

**My Personal SWOT Analysis:**

My personal SWOT analysis forms the basis of my brand and personal objectives, by examining my strengths and weaknesses in the internal environment and opportunities and threats in the external environment. This self-assessment also helped me to identify areas where I may need to improve. I examined my own situation, by asking myself some of the following questions -- and answering them honestly:

1. What are my strengths and weaknesses?
2. How can I capitalize on my strengths and overcome my weaknesses?
3. What are the external opportunities and threats in my chosen field and domain?

4. What would my colleagues or my customers say is my greatest and clearest strength?

5. What would they say is my greatest weakness?

6. What are some of the strengths that have contributed to my success up to the present?

7. How might these create problems for me in the future?

8. Which problems would I like to solve first?

Also, I asked myself this question—what is the most important challenge I face regarding my work and career? Factors that may be related to these questions were, for example, talent, ability, intelligence, goal-orientation, perseverance, self-control, health, integrity, creativity, tolerance, enthusiasm, the home and work environments, responsibility, job prestige, status, power, freedom, and having more free time. Take a look at my SWOT in Table 3.1. I have included some improvement actions in my Personal BSC based on this, so that I can turn my weaknesses into strengths.

<table>
<thead>
<tr>
<th>POSITIVE ASPECTS</th>
<th>NEGATIVE ASPECTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>My Strengths (S)</td>
<td>My Weaknesses (W)</td>
</tr>
<tr>
<td>Internal positive aspects that are under control and upon which I will capitalize in my Personal BSC:</td>
<td>Internal negative aspects that are under my control, and that I will plan to improve (my objectives and related improvement actions in my Personal BSC)</td>
</tr>
<tr>
<td>-- I am known to be smart, a quick study, a reliable subordinate, and a forthright colleague.</td>
<td>-- I am known to show irritation and impatience when time and money are being wasted.</td>
</tr>
<tr>
<td>-- People value my honesty and willingness to pursue difficult tasks and be accountable when tough decisions have to be made.</td>
<td>-- I am sometimes outspoken or cause others’ embarrassment when witnessing illegal, unkind or abusive situations.</td>
</tr>
<tr>
<td>-- I learn and work hard and fast, inspire others to be open-minded, and to reach inside themselves for holistic insight.</td>
<td>-- My work/life balance easily gets skewed due to my heightened sense of responsibility for external issues.</td>
</tr>
<tr>
<td>-- I have a life agenda which I aspire to complete over the next few years.</td>
<td>-- While I am compassionate, I do express little sympathy for those without the responsibility and courage to lift themselves out of oppressive circumstances.</td>
</tr>
</tbody>
</table>
Table 3.1: Personal SWOT

My Evaluation of My Life Style

On the basis of the list I made of all my strengths and weaknesses and opportunities and threats, I evaluated myself honestly and defined my personal life style, which is in harmony with my personal ambition and life story. While evaluating myself, I reflected on the following questions:

1. How do I relate to others?
2. What are my most important values?
3. What are my strongest areas? Do they add value to my domain?
4. What is the strongest personality characteristic I project to others?
5. For what ability, talent or skill am I best known?
6. What is the value that others associate with me most?
7. What moral principle or value do I associate with myself?
8. What do others say about me?
9. How do others, who have never met me, describe me?
10. How am I perceived?

Take a look at my personal life style below. It includes aspects of my Personal Ambition. It entails my perspective regarding life -- which personalizes my brand and reflects my values. I spend time thinking about my life, by performing the breathing and silence exercises regularly. Consequently my Personal Brand reflects distinctiveness, relevancy, and consistency.
Rudy’s Personal Life Style

A passionate and compassionate lifelong learner and versalist; who leads a life and career where honesty, reliability, hard work, holistic thinking, and open-mindedness inspire others.

My Personal Brand Objectives:
After I analyzed my strengths, weaknesses, and related threats and opportunities, I performed the breathing and silence exercise, evaluated myself, and defined my personal style; and used that information to define my Personal Brand objectives. For this, I reflected on the following questions:

2. What do I want to be known for in my profession and domain?
3. What emotions would I like my brand to produce in others? What do I want others to think about me?

My Personal Brand objectives should be realistic and related to the four perspectives: internal, external, knowledge & learning, and financial. Take a look at my Personal Brand objectives that follow:

Rudy’s Personal Brand Objectives

- I am a partially retired senior executive that enjoys the results of my evolving education and continued accomplishments. I am physically and mentally rejuvenated as I continue to explore new experiences and work related engagements.
- I make new friends easily and enjoy interludes with noted people from various industries and locations. I gain satisfaction from occasional opportunities for training, coaching, mentoring, consulting, and charitable fundraising.
- I am a practitioner of lifelong learning in that I read voraciously, attend stimulating meetings and conferences, and I engage others on substantive life matters through writing or discussion.
- I value the use of my time and strive to achieve and maintain a satisfactory work/life balance. When I work and provide value I expect to be paid. When I spend time with my wife, family and friends I anticipate meaningful relations and affection. When I assist in my local community I anticipate positive outcomes for others.

My Specialization:

After I defined my Personal Brand objectives, I determined my specialization and expertise. I know my unique gift is meta-cognition – which is a specialization in the brain’s ability to conduct knowledge “integration.” In this authentic Personal Branding concept focused on Personal Ambition, my Personal Brand is built around my dream, values, key roles, and purpose in life.

I have identified and bounded the scope of what I do, which is in line with my strengths. I specialize in patterns of relationships and integration. This is my niche that I love, that I am passionate about, and which is related to my Personal Ambition:

Rudy’s Specialization

I have been a specialist in many fields of study and occupations over a 45 year career. This has helped me become what is known as a “versalist” in contemporary language. My specialty now is enquiry into the human ability for integration, synthesis, meta-cognition and holistic aspects of human system learning, knowledge, leadership and performance.

My Service:

• I am a partially retired senior executive that enjoys the results of my evolving education and continued accomplishments. I am physically and mentally rejuvenated as I continue to explore new experiences and work related engagements.
• I make new friends easily and enjoy interludes with noted people from various industries and locations. I gain satisfaction from occasional opportunities for training, coaching, mentoring, consulting, and charitable fundraising.
• I am a practitioner of lifelong learning in that I read voraciously, attend stimulating meetings and conferences, and I engage others on substantive life matters through writing or discussion.
• I value the use of my time and strive to achieve and maintain a satisfactory work/life balance. When I work and provide value I expect to be paid. When I spend time with my wife, family and friends I anticipate meaningful relations and affection. When I assist in my local community I anticipate positive outcomes for others.
After I defined my specialization, I determined my service and tailored this to my target market (domain). I reflected on the following questions:

1. What do I do?
2. What are my primary services?
3. What is my related work style?
4. How do I want prospects in my target market to view my service?

**Rudy’s Service**

I serve myself and others by writing non-fiction descriptions of human learning, knowledge, motivation and performance. These left-brain based writings are supplemented by emergent right-brain graphics and visuals that depict substantive interdependencies that are often subtle or overlooked by others. I assist people, organizations, and communities to attain a mindful way-of-being.

I also defined what makes me unique, special and different. I reflected on the following questions:

1. What are my key characteristics that are very clear to anyone and which add value to others?
2. What unique parts of my personal life style and my work style make an impact on others when I am on top of my performance?
3. What are the top five characteristics that reflect my brand?
4. What is the single leading and most powerful attribute of my Personal Ambition?
5. What are my unique and natural talents?
6. What separates me from the masses?
7. What are my personal core competencies?
8. How do I want prospects and key influencers to think about me and describe me to others?
9. How am I introduced to others? How do my friends describe me to others?
10. What makes me distinctive, related to my most prized personal value?
11. What is the strongest personality characteristic I project to others?
12. What do others say about me when I am not around?
13. How do others react when they first meet me?

**Rudy’s Top Five Key Characteristics**

Passionate, Compassionate, Holistic, Mindful, Lifelong Learning

**My Dominant Attribute:**

These characteristics are the foundation of his brand. My single most dominant characteristic, called dominant attribute, is being a lifelong learning practitioner. I have chosen this characteristic because this is who I am, what makes me
distinctive, what correlates to my most prized value, and what appeals to and is valued by my target market. I have the
courage to consistently display this with everyone. I am therefore including this attribute in my Personal Brand statement
and my brand story. This is what makes my brand unique.

**Rudy’s Dominant Attribute**
Lifelong Learning Practitioner

I hope that *lifelong learning practitioner* is the first idea that enters others’ minds when they hear or read about me at this
stage of my life. This is also what my target market needs and what can creates value for others.

**My Domain:**

Once I defined my dominant attribute, the next step was to choose and define my audience (which should be in harmony
with my Personal Ambition, brand objectives, specialty, service, and dominant attribute); and to know his audience and
their greatest needs. In this inside-out approach, I reflected on the following questions:

1. In what arena do I want to achieve my Personal Brand objectives?
2. What is my target market? Does it have the potential to make money? Do I enjoy working in this target market?
3. Who are my customers?
4. What are their greatest needs? What do they want? What do they value? What do they expect? What are they worried
   about?
5. What do they expect from me?
6. What are the values of my domain?
7. Who will find me and my unique strengths valuable in the marketplace?
8. What original knowledge or skills do I bring to my clients, industry or company?

Take a look at my domain; the greatest needs of my customers and my key competitors as I now see them.

**Rudy’s Domain**

The American social system-of-systems: Individual learners, organizations, and communities creating aspirations, seeking
learning and knowledge, and performing coherently within the nation’s founding documents and cultural agreements.

**My Customers:**

I am focusing on people and companies that are willing to learn and improve consciously. I don’t have much time and
energy to waste trying to help people and companies who are not committed to change and learning.

My Personal Brand must be relevant to my domain, which means that I must understand and care about what’s important
to my customers. For corporate customers, employee engagement, a happy and passionate workforce, personal
effectiveness & growth, high labor productivity, and awareness for integrity are very important to them.

**Rudy’s Customers Greatest Needs**

Societal alignment and cohesion: Individual self-fulfillment, organizational high performance, and the community common
good.
My Key Competitors:

I fill this need with my products/services and brand, and I am convinced that my key competitors don't have sufficient concepts and tools to fill this need in a durable, holistic, and humanized way.

Rudy’s Key Competitors

Major coaching organizations and management consulting behemoths that dominate their markets by providing similar, but less effective products and services.

My Personal Brand Statement:

My Personal Brand identity or Personal Brand Promise is a statement that I use internally to focus my efforts on what my Personal Brand must deliver externally in order to satisfy the needs of others. It states what I am committed to “being” for others, and the impact a relationship with me will have on them.

With my Personal Brand statement I wanted to create a particular impression in the mind of others to whom I am important, and to make an emotional connection with them. It includes my Unique Value Proposition (UVP), which entails a core element what makes me more unique, more valuable, and more visible in the market. A powerful Unique Value Proposition makes marketing and selling my services much easier.

The formulation of my Personal Brand promise is most effective when it complies with the following criteria:

1. Should be based on my Personal Ambition, personal SWOT, brand objectives, domain, specialty, service, and dominant attribute.

2. Must be formulated positively, in a distinctive, relevant, consistent, concise, meaningful, exciting, inspiring, active, action-oriented, compelling, memorable, ambitious, and persuasive manner.

3. The emphasis is on authenticity, integrity, consistency, relevancy, and distinctiveness.

4. Should state how I will make a difference in relationships throughout my life.

5. Should include a strong slogan to position me and how to distinguish myself in society

6. Should reflect how I provide value to others

7. Should be unique to me, relevant to the market place, reflect who I really am, and to be used by people at work, family, and friends (to all my relationships in your life).

8. Should differentiate me and direct the way I think and behave.

My authentic Personal Brand Statement below summarizes me. I have formulated this for myself to be used as guidance for my Personal Brand “story” and to keep me moving in the right direction. This makes my Personal Brand more personal and continuously creates a personal touch and bond with my target audience. It provides me energy that helps me consistently build distinctive relationships with important people in my life. It also helps me to understand myself better.

Rudy’s Personal Brand Statement

Linking Lifelong Learning to Human Potential – I employ my passion for systems thinking and learning to illuminate the path others may take to an intellectually and emotionally satisfying mindful way-of-being. I craft social system frameworks that elevate people’s desire to benefit from experiencing, concurrently: individual self-fulfillment, organizational high performance, the community common good and societal human enlightenment.

I am using my brand statement to communicate my unique service that provides a sense of value for my target audience. It is in line with my dreams, life purpose, values, creativity, passion, competencies, specialization, characteristics, and
things what I love doing. This statement should evoke strong emotions (warmth, confidence, respect) in my target market -- which is exactly how I want to be perceived by my colleagues and clients.

My Personal Brand statement reflects who I really am, what I do well, what I love to do, for whom I am doing it, and what I care about. It's a commitment that I make to important people in my life, including my customers, and about what I am willing to do on their behalf. It's clearly defined so that my target audience quickly grasps what I stand for.

I have included my Personal Brand statement on my website, in my books, articles, resume and brochures. I uses it as a compass for marketing and sales of my brand, keeping me focused, guiding me in the right direction, and defining and communicating my Personal Brand story effectively.

My Personal Logo and Slogan

A Personal Logo is a single graphical symbol that represents and packages my Personal Brand. It tells something useful about what I do, for whom I do it, and what the benefit happens to be. A Personal Logo consists of: a name, a slogan and an icon. A Personal Logo & Slogan makes my Personal Brand visible.

Take a look at my Personal Logo & Slogan below. My brand name and slogan are based on my first book: American Learnership: Total Learning, Knowing, and Leading as a Mindful Way-of-Being. My slogan “Linking Lifelong Learning to Human Potential” implies a future vision to my domain, and my icon is strongly related to my personal life style and my Personal Ambition. These entail the essence of my market positioning, and uses America’s colors (red, white blue) to convey dedication to my country.

<table>
<thead>
<tr>
<th>My Brand Name: The American Learnership Forum</th>
</tr>
</thead>
<tbody>
<tr>
<td>My Slogan: Linking Lifelong Learning to Human Potential</td>
</tr>
</tbody>
</table>

My Icon:

My Logo: Linking Lifelong Learning to Human Potential

A nice Personal Brand without an execution plan in order to make is a reality, will not lead to sustainable development of my potential and marketing success. My plan and Personal Balance Scorecard, are discussed in detail in the next chapter.

4. My Authentic Personal Balanced Scorecard

   Life is like riding a bicycle. To keep your balance you must keep moving.
   -- Albert Einstein

I recognized that once my Personal Ambition and Personal Brand were developed, the next step was to translate these into my Personal Balanced Scorecard (a personal branding strategy and an execution plan) in order to make my brand a reality. My Personal Ambition and Personal Brand are related to my heart (emotions) and the right half of my brain. My Personal BSC, however, is related to the left half of my brain. With the left half of my brain having mainly an analytical, logical and quantitative function, the right half of my brain has an intuitive, spiritual, emotional, and holistic function. One of the results of applying this holistic and authentic Personal Branding model, along with the tools introduced here, is the balance of the left and right side of my brain and the balance of my heart and head.
My Critical Success Factors:

My Personal Critical Success Factors (CSFs) are derived from my Personal Ambition and Personal Brand. They are related to the four perspectives, *internal, external, knowledge and learning, and financial*. A Personal Ambition and Personal Brand without these four perspectives results in an incomplete Personal BSC. The personal CSFs form the bridge between the Personal Ambition and Personal Brand (long term) -- and on the other side the personal objectives, performance measures, targets, and improvement actions (short term). This link is made by identifying my personal core competencies, uniqueness, genius, dominant attribute, values in my Personal Ambition and Personal Brand and translating these into concrete personal objectives. (See figure 4.1)

My Personal Objectives:

My Personal Ambition and Personal Brand are tied to my personal objectives. These objectives should be realistic and are based on my Personal Ambition/Brand statement and the results of the self assessment executed with the help of my personal SWOT analysis. The central questions here are:

1. Which measurable short-term personal results do I want to achieve?
2. Which problems would I like to handle better?
3. What are my five-year career goals and life objectives?

My objectives describe a result that I want to achieve in order to realize my Personal Ambition, and successfully launch my Personal Brand. My ambition is aimed at my personal objectives both in the short-term and the future. My personal objectives give me ambition and brand direction. The personal Critical Success Factors form the bridge between these. My personal objectives are derived from my personal Critical Success Factors and from my SWOT analysis (See figure 4.1: Personal Brand Stage Factors and Actions).

![Diagram](Figure 4.1: Personal Branding Factors and Actions)

My Personal Performance Measures:

Performance Measures are standards to measure the progress of my Personal and Brand objectives. With these measures, I can assess my functioning in relation to my personal Critical Success Factors and objectives. Without performance measures and targets, it is difficult to coach/manage myself with feedback from others. Performance measures urge me to action if they are related to my Personal and Brand objectives, giving me certain direction. (See figure 4.1)
**My Personal Targets:**

My personal target is a quantitative objective of a personal performance measures. On the basis of my performance targets I can get clear feedback about the progress of my improvement actions; which is needed to refine my Personal Brand and to better manage myself. My personal targets indicate values that I want to achieve, and depend on my level of ambition. They should be:

- **Specific** -- they must be specifically formulated so that they can also influence behavior.
- **Measurable** -- they must be formulated in such a way that they can measure the objective.
- **Achievable** -- they must be realistic, realizable, feasible and acceptable.
- **Result-oriented** -- they must be related to concrete results.
- **Time-specific** -- they must be time-constrained. (See figure 4.1)

**My Personal Improvement Actions:**

My personal improvement actions are personal strategies used to realize my Personal Ambition and Personal Brand. They are utilized to develop my skills, improve my behavior, master myself, and improve my performance. I used two ways to define my personal improvement actions:

1. By selecting Critical Success Factors in my Personal Ambition and Brand statement, and translating these into personal objectives, performance measures, targets, and related improvement actions

2. By performing my personal SWOT analysis and transforming my strengths, weaknesses and related opportunities and threats into personal improvement actions. (See figure 4.1)

**My Authentic Personal Balanced Scorecard:**

Table 4.1 shows my Personal BSC, which is related to my Personal Ambition, my SWOT, my Personal Brand Statement, and is related to my Personal Critical Success Factors. It shows how I monitor the progress of my Personal Brand and my related personal objectives and improvement actions.

Some important questions in this evaluation process are:

1. Do I make more money?
2. Do I get more referrals?
3. Are opinions about my work stronger?
4. Do more people know who I am, what I do, and what I stand for (brand awareness)?
5. Am I being considered for more work?

By continuously checking the data I am receiving from my own observations, I am keeping my brand relevant, focused, and emotionally connected with my target market.

**Table 4.1: Rudy’s Personal Balanced Scorecard**

<table>
<thead>
<tr>
<th>Internal</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Critical Success Factors</td>
<td></td>
</tr>
<tr>
<td>Personal Objectives</td>
<td></td>
</tr>
<tr>
<td>Personal Performance Measures</td>
<td></td>
</tr>
<tr>
<td>Personal Targets</td>
<td></td>
</tr>
<tr>
<td>Personal Improvement Actions</td>
<td></td>
</tr>
<tr>
<td>1. Maintain good health</td>
<td>1. Adhere to a good health practices</td>
</tr>
<tr>
<td>2. Provide love and support to family</td>
<td>2. Take action to show appreciation, love and respect</td>
</tr>
<tr>
<td>1. Twice a year physical check-up and dental exam</td>
<td>1. Lose 20 lbs</td>
</tr>
<tr>
<td>2a. Make time to listen to family members interests</td>
<td>1. Increase regular physical activity (weekly)</td>
</tr>
<tr>
<td>2a. Communicate daily about interpersonal</td>
<td>2a. Eat out weekly with my wife, and call/talk with my children at least once a week.</td>
</tr>
<tr>
<td>External</td>
<td>Personal Critical Success Factors</td>
</tr>
<tr>
<td>----------</td>
<td>----------------------------------</td>
</tr>
<tr>
<td>1. Increase engagement with friends and colleagues</td>
<td>1a. Include others in personal life</td>
</tr>
<tr>
<td>2. Be an educator to others</td>
<td>2. Be motivated to be a contemporary trainer, coach and consultant</td>
</tr>
<tr>
<td>Personal Critical Success Factors</td>
<td>Personal Objectives</td>
</tr>
<tr>
<td>----------------------------------</td>
<td>---------------------</td>
</tr>
<tr>
<td>4. Learn to mentor others</td>
<td>an adaptive leader</td>
</tr>
<tr>
<td>6. High personal brand awareness</td>
<td>5. Become an advocate for better reasoning and critical thinking</td>
</tr>
<tr>
<td></td>
<td>7. Stellar relations</td>
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</table>

**Knowledge & Learning**

**Personal Objectives**

1. Read articles and books regularly and innovate new concepts
   - 1a. Read new material
   - 1b. Write new articles and books
   - 1c. Innovate new concepts

2. Continue

**Personal Performance Measures**

1a. Read five articles on reasoning and social systems development
   1b. Write one article or book chapter a month
   1c. Create a new integrative visual or model each month

2a. Monthly strengthen JV with TPS International and
<table>
<thead>
<tr>
<th>2. Improve business performance</th>
<th>branding myself and business</th>
<th>2. Gain favorable publicity and service recognition</th>
<th>2a. Establish joint ventures with compatible colleagues</th>
<th>with U.S. businesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>3. Success against market competition</td>
<td>3. Distinguish personal and business brands from competition</td>
<td>3. Increase recognized as a product and service leader</td>
<td>2b. Generate publicity</td>
<td>2b. Weekly share insightful concepts and services with local and online contacts</td>
</tr>
<tr>
<td>5. Learning organization and innovation</td>
<td>5. Stay on top of the learning, knowledge and innovation field</td>
<td>5. Study and publish in the field</td>
<td>3. Incorporate “Balanced Scorecard” and “Authentic Governance” practices</td>
<td>3. Conduct collaborative projects with TPS Int’l (monthly)</td>
</tr>
<tr>
<td>2b. Weekly share insightful concepts and services with local and online contacts</td>
<td>4. Conduct innovative projects with U.S. business (monthly)</td>
<td>5. Write and publish at least one new book in 2014</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Financial**

<table>
<thead>
<tr>
<th>Personal Critical Success Factors</th>
<th>Personal Objectives</th>
<th>Personal Performance Measures</th>
<th>Personal Targets</th>
<th>Personal Improvement Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Identify paid contract opportunities</td>
<td>1. Achieve paid projects on a month to month basis</td>
<td>1. Build and display a continuous revenue stream</td>
<td>1. Prepare or submit a plan for new project revenue each month</td>
<td>1. Receive monthly income regularly</td>
</tr>
</tbody>
</table>
My Strategic Map:

The position of my objectives, within the four perspectives, and their mutual relationships are made visible in Figure 4.2. In this cause-effect diagram, my personal objectives are interrelated and affect one another. My final objective – like that of a majority of people, is to be happy. All my goals result in this final overall objective. On the basis of this diagram, I can improve myself continuously based on the feedback I get from others. It is also a handy tool in communicating my brand and PBSC to trusted persons.
Chapter 5. My Authentic Personal Brand Implementation and Cultivation

“I have been impressed with the urgency of doing. Knowing is not enough; we must apply. Being willing is not enough; we must do.”—Leonardo Da Vinci

My Personal Brand will be of no use to me if I don’t implement and cultivate my Personal Ambition, Personal Brand and Personal BSC (brand strategy) effectively. This entails the final stage in the Personal Branding journey. To guide me with this, Dr. Rampersad provided the Plan-Deploy-Act-Challenge (PDAC Cycle) which I am following continuously.

In the following sections, each of the phases in the Plan, Deploy, Act, and Challenge cycle (see Figure 5.1) are discussed as tasks that I need to accomplish in an iterative, lifelong learning manner.

**PLAN**

First of all, I recognize my responsibility to define, formulate, and update my authentic Personal Ambition, Personal Brand, and related Personal Balanced Scorecard. I should review my core competencies, my dominant attribute, my service, my competitors, and my target audience. I should occasionally update my Ambition, Brand and my PBSC in a scheduled manner.

**DEPLOY**

In this stage of the PDAC cycle I launched my Authentic Personal Brand on a limited scale and tried it out with trusted persons who can give me honest feedback; get the word out through a variety of media channels; publish articles that showcase my expertise, seek out conferences and meetings where I can give speeches and presentations. When I respond to my Authentic Personal Brand with passion, courage, purpose and faith in myself, I live up to my brand promise.

I first implemented my Personal BSC on a limited scale, keeping in mind the priorities that I had identified. I started with a simple objective and related improvement action with dedication, self-confidence, willpower and concentration. I constantly monitoring and evaluating the progress of my brand. In doing this I reflect on the following questions of this stage:
1. Are opinions about my work stronger?
2. Do more people know who I am, what I do, and what I stand for?
3. Am I being considered for more work?

By constantly monitoring and evaluating my personal objectives and actions I will keep my brand relevant, focused, and remain emotionally connected with my target market.

**Figure 5.1 Plan-Deploy-Act-Challenge Cycle**

**ACT**

I have become an expert in my field and building credibility based on this effort. I am promoting myself and my personal code of ethics, marketing my brand, building effective relationships, networking with fellow professionals, and expressing my Authentic Personal Brand relentlessly, passionately, constantly, consistently, and in a compelling way to everyone I meet.

I find venues for my voice, express myself, and communicate my brand story in most everything I say and do. I keep my Personal Brand statement in mind when carrying out activities and dealing with others. I develop my talent and skills to achieve my Personal and Brand objectives.

I recognize my responsibility to improve myself continuously and be committed to change. I know that it is my ethical duty and moral responsibility to change – not only for my own good but also for my loved ones, my work, my organization, my country, and for the world of which I am a part.

I am building a solid reputation within my industry and doing work I love that is consistent with my passion, Personal Ambition and Personal Brand.

I am creating a representative and professional personal website that is specifically designed to deliver my brand message and showcase my key accomplishments, skills, education, successes, and summary of my career. My website also includes his articles, speeches, awards, and testimonials.

I have designed a great looking logo for my business card, building a network of contacts that know my brand value and am able to communicate it, and keep my network strong.

I also remember what Ralph Waldo Emerson said; “Our greatest glory is in never failing, but in rising up every time we fail”.

**CHALLENGE**
I am cultivating and maintaining my brand continuously in the light of new challenges, experience, and insights. I monitor, refine, fine tune, and cultivate this as I am going along, figuring out which parts work and which don’t, in order to create brand loyalty. I am constantly checking and monitoring my target market and making adjustments as necessary. I am constantly updating my brand to reflect the new challenges I accept and the lessons I learn in order to keep people interested and committed in my life and work.

Chapter 6. My Authentic Personal Brand Alignment with Myself and Corporation

In the 21st Century great companies will figure out how to tap into people’s hearts—their passion and their desires to make a difference through their work. Those companies that link these passions to the generation of innovative ideas will have the capacity to sustain their growth for decades.

-- Bill George, former Chairman of Medtronic Inc.

Increasingly, successful organizations are beginning to recognize that good brand relationships with their employees are as important as good brand relationships with their customers; employees should be happy first in order to make the customers happy. Corporate brand loyalty starts with employee’s happiness; with the linkage between employee’s ambition/brand and employer’s ambition/brand. Both must be put side by side to check if there are similarities or not. Both don’t have to match exactly but should align in key places, such as in Personal Ambition and Personal Brand.

The final stage in the Authentic Branding Model entails aligning and synchronizing my Personal Ambition and Personal Brand with my Corporation’s Ambition and Brand; (see figure 6.1). Also, the development of a Corporate Balanced Scorecard should be added to the mix because greater leadership alignment and workforce cohesion occur when these relationships exist.

Figure 6.1 Alignment Stage in the Authentic Governance Model

I find that it is essential to strive for the optimal fit and balance in order to enhance my productivity and to stimulate engagement, commitment, and passion in the organization. This alignment process has to do with reaching a higher degree of compatibility between personal and organizational objectives and accomplishing mutual value.

Research has shown that when an individual has some input regarding the shared ambition that affects his or her work, the person will be more supportive, motivated, and receptive towards organizational change. I know that I am often willing to work together towards the goals of the organization with dedication when there is a match between myself and their personal ambition and the corporate ambition. All people have different personal values and principles that must be understood and linked to the corporation’s values.
This alignment process is about matching my personal ambition/brand with the corporate ambition/brand. It has to do with reaching a higher degree of compatibility between my personal objectives and those of my corporate organization. The larger the intersection area between these two parties, the greater the degree of integral operations and the achievement of higher performance. (See figure 6.2)

![Figure 6.2: Matching the Personal Ambition/Brand with the Corporate Ambition/Brand](image)

**How to Align with my Organization:**

Dr. Rampersad has been encouraging managers and employees to establish their personal ambition brands, so that they become energized to share that information. I too, recommend introducing an **Ambition Meeting** within organizations between the line-manager or superior and his/her employees. The Ambition Meeting is a periodical, informal, voluntary and confidential meeting of a maximum duration of one hour between line-manager and his/her employees -- with the employee’s personal ambition/brand/BSC and the corporate ambition/brand/BSC as topics for friendly discussion. For consideration:

1. **Why informal?** *Because they will learn more from informal than from formal meetings.* It is recommended that the meeting is held structurally at least once every two months, preferably more often. The outcome of these informal meetings should be highly confidential and should be kept out of the personnel file and not be used against the employee. The line-manager or supervisor plays a crucial role in worker well-being and engagement. He/she should act as a trusted person, coach, and role model in this process.

   2. **Why as a trusted person?** *Because if there is distrust and fear, there will be no sharing and learning.* To be able to talk about the employee’s personal ambition/brand/BSC, one needs a confidential, informal and friendly atmosphere, an atmosphere of trust and open communication. This is essential as human values will be discussed. Experience has shown that this intimate atmosphere can be reached if the manager formulates his/her own personal ambition/brand/BSC beforehand and shares it with his/her employee.

   The implementation of the employee’s personal ambition/brand/BSC comes up for discussion, and may include selected private matters that have an impact on job performance that can be discussed confidentially. During the alignment process, the manager should act as a trusted and informal coach and provide social support to the employees by being a good listener, providing help, and being someone on which the employee can rely.

I selected the following ambition questions as the basis for having an ambition meeting with my future employees and colleagues (Rampersad, 2009):

1. **Does your personal ambition/brand correspond with the corporate ambition/brand?**
2. Does your personal ambition/brand match the corporation’s ambition/brand? Where do they align and where do they contradict each other? Do they conflict? Are there compatibilities? Are there linkages?

3. Is there a win-win situation between your own interests and the ones of your organization?

4. What makes you feel good at work?

5. Are you proud of working for the organization?

6. Whose life is improved because of your work?

7. Which skills do you need to be a pillar of the organization and thus realize the organization ambition/brand? What do you want to gain through this?

8. Are your developmental expectations in tune with those of the organization?

9. Do your job requirements match your capabilities and needs?

10. What motivates you? What de-motivates you? What makes you happy or sad? What do you enjoy the most?

11. What contribution are you trying to make to the realization of our corporate ambition/brand? Which job do you aspire? What are your wishes? What do you strive for? What are your concerns?

12. Have you considered a job change?

Conclusion

As Authentic Personal and Corporate Branding comes to closure, you the reader, have the opportunity to decide if you have achieved your life and work objectives by recording your own what, why, how and for whom you live and work. If you have completed this project in order to become a Certified Personal Brand Coach you will need to discuss how that might be accomplished by talking with Dr. Garrity: rgarrity@alforum.org or Dr. Rampersad: h.rampersad@tps-international.com.

(See Blank Form Below)
Appendix C (Continued)

Guest eBook Publishing: My Authentic Personal and Professional Brand

[Author’s Note: This part is adapted from the work of Dr. Hubert Rampersad and includes excerpts from his book Authentic Personal Branding (2009) and Rudolph Garrity’s Personal Brand (2014).

ITEM II: Blank Form – For others to complete.

Contents

Preface: Importance of an Authentic Personal and Professional Brand
Chapter 1: My Authentic Personal and Professional Branding
Chapter 2: My Authentic Personal Ambition
Chapter 3. My Authentic Personal Brand
Chapter 4: My Authentic Personal Balanced Scorecard
Chapter 5: My Authentic Personal Brand Implementation and Cultivation
Chapter 6: My Authentic Personal Brand Alignment with Myself and Corporation

Preface: Importance of an Authentic Personal and Professional Branding

Customers must recognize that you stand for something.
– Howard Schultz, Chairman of Starbucks

The underlying assumption of personal-branding philosophy is that each of us has unique gifts and a distinct purpose and dream in life. By connecting these gifts, purpose and dream, we open ourselves up to greater happiness and success in life (Frost, 2003). This fits very well to my holistic and authentic personal branding model, which will be discussed in the following sections. This new blueprint will help me to unlock my potential and build a trusted image of myself that I want to project in everything I do. It must therefore be in harmony with my true values, beliefs, dreams, and genius. When my brand is combined with powerful tools, it will deliver peak performance and create a stable basis for trustworthiness, credibility, and personal charisma.

This inside-out approach is durable and differs from traditional methods, and is based on a passion for developing human potential. This new approach places more emphasis on understanding myself and the needs of others, meeting those needs while staying true to my values, improving myself continuously, and realizing growth in life based on this personal branding journey. It focuses on the human side of branding, and includes my reputation, character and personality. If am well branded according to this approach, I will find it easier to convince others and I will attract the people and opportunities that are a perfect fit for me.

The authentic personal branding process starts with determining who I am at my core authentic self. Rather than inventing a brand that I would like to be perceived as and to sell myself to others, this one is based on my life philosophy, dreams, vision, mission, values, key roles, identity, self-knowledge, self-awareness, self-responsibility, positive attributes, and self-management. With an authentic personal brand, my strongest characteristics, attributes, and values can separate me from the crowd. Without this, I look just like everyone else. If I am not branded in an authentic, honest, and holistic way, if I don’t deliver according to my brand promise, and if I focus mainly on selling, packaging, outward appearances, promoting myself, and becoming famous, I will be perceived as not being authentic.

LEARNING OBJECTIVES

After reading this authentic branding methodology and applying its concepts, I am learning to:

• Build, implement, and cultivate an authentic, distinctive, inspiring, compelling, enduring personal brand.
• Create positive perceptions and emotions in the mind of my prospects (that I am different, special, unique, and authentic) based on my personal brand.
• Build a truly lasting and trusted relationship with my clients, make an emotional connection with them, and managing their expectations and perception effectively.
• Manage and influence how others perceive me and think of me.
• Stimulate meaningful perceptions about the values and qualities I stand for.
• Use my brand to communicate my unique service that provides a sense of value for my target audience, which is in line with my dreams, purpose in life, values, passion, competencies, uniqueness, genius, specialization, characteristics, and things that I love doing.
• Position myself strongly in relation to my competitors, built a strong reputation, and develop an effective image of myself that I want to project in everything I do.
• Communicate what I stand for in a unique way that is different from others in my field and that gets inside people’s minds.
• Provide value to others continuously, create visibility, build trust, and reinforce integrity, honesty, trustworthiness, credibility, transparency, and personal charisma.
• Build a trusted image of myself, which is based on my true values, beliefs, dream, and genius.
• Make a difference in relationships throughout my life, fire my passion, and be happy and attract success.

Remember what Albert Einstein said: *Try not to become a person of success but a person of value.*

**Chapter 1: My Authentic Personal and Professional Branding**

Having a strong personal brand seems to be a very important asset in today’s online, virtual, and individual age. It is becoming increasingly essential and is the key to personal success. Everyone has a personal brand but most people are not aware of this and do not manage this strategically, consistently, and effectively. I should take control of my brand and the message it sends and affects how others perceive me. This will help me to actively grow and distinguish myself as an exceptional professional.

My personal brand should be authentic, which means that it always should reflect my true character, and should be built on my dreams, life purpose, values, uniqueness, genius, passion, specialization, characteristics, and things what I love doing. If I am branded in this organic, authentic and holistic way my personal brand will be strong, distinctive, meaningful, inspiring, and memorable. I will also create a life that is fulfilling, automatically attract the people and opportunities that are a perfect fit for me, and increase my ability to deliver peak performances.

Branding isn't just for corporations anymore. There is a new trend called "Personal Branding". The reason for this is (Jane Tabachnick, 2007):

1. The technological revolution has changed the structure of careers today. It used to be that we went to work for one or two companies in our entire career. Today we will all have as many as four to eight jobs or careers in our lifetime. Personal Branding is essential to career development and an effective career tool because it helps define who we are, what we stand for, what makes us unique, special, and different, how we are great, and why we should be sought out.

2. The change in the way we communicate. The internet has elevated each of us to the position of publisher. Email, newsgroups, bulletin boards, blogs, and online network and discussion groups afford all of us the opportunity to learn, network and get exposure for our businesses and ourselves. People want to do business with people they know or people they feel they can trust, with whom they feel some sort of connection, and with whom they relate. If we are a familiar, friendly, and consistent presence and brand online, people will have the sense that they know us and be more receptive to doing business with us. So Personal Branding is also essential to business development.

According to Randall Hansen (2007) “Branding can be defined as a promise… a promise of the value of the product… a promise that the product is better than all the competing products… a promise that must be delivered to be successful”. Being good and accomplished in our field is not enough. It's time to give serious effort to discovering our genius, passion, and our authentic dream, imagining and developing ourselves as powerful, consistent, and memorable people with our own specific brand, as we do related work we love. We can shape the market's perception of our Personal Brand by defining our unique strengths, values, and personality, sharing it with others in an exciting, persuasive manner, and cultivating our brand continuously. It's something that we can develop and manage, which is essential for future employability and success in life. Everyone has a chance and should take the responsibility to learn, improve, build their skills and be a strong brand.

Everyone has a personal brand but most people are not aware of this and do not manage this strategically and effectively. I should take control of my brand, the message it sends and its affect on how others perceive me. This will help me to actively grow and distinguish myself as an exceptional professional. Having a strong personal brand has benefits. It:

1. Stimulates meaningful perceptions about the values and qualities that I stand for
2. Tells others: who I am, what I do, what makes me different, how I create value for them, and what they can expect when they deal with me, and influences how others perceive me
3. Creates expectations in the mind of others of what they will get when they work with me
4. Creates an identity around me which makes it easier for people to remember who I am.
5. Gets my prospects to see me as the only solution to their problem.
6. Puts me above the competition and makes me unique and better than my competitors in the marketplace

An Authentic Branding Model:

A great brand taps into emotions....Emotions drive most, if not all, of our decisions. A brand reaches out with a powerful connecting experience. It’s an emotional connecting point that transcends the product....A great brand is a story that’s never completely told. A brand is a metaphorical story that’s evolving all the time.....Stories creates the emotional context people need to locate themselves in a larger experience. -- Scott Bedbury

This chapter emphasizes the organic, holistic and authentic branding model, which provides an excellent framework and roadmap to develop, implement, and cultivate an authentic personal and corporate brand in a sustainable way.

![Figure 1-1: Authentic Branding Model](image)

The authentic branding model consists of four phases which are the building blocks of sustainable personal leadership branding (Rampersad, 2009, 2014):

1. Authentic Personal Branding:
   a. **Personal Ambition;** this phase involves a soul-searching process based on thought, introspection, and self-reflection supported through use of a “breathing and silence exercise.” Questions which I can ask myself are: Who am I, What do I stand for?, What makes me happy?, What do I live for?, Why do I want to lead? What’s the purpose of my leadership? The result of this phase is the formulation of my personal mission, vision and key roles. On the basis of insights acquired through this process, I can develop self-awareness and self-regulation, which are the foundation of trustworthiness, integrity, and openness to learn. (See chapter 2)

   b. **Personal Brand;** this phase involves defining and formulating an authentic, distinctive, and memorable personal brand promise, and using it as the focal point of my behavior and actions. This must be in harmony with my personal ambition. (See chapter 3)

   c. **Personal Balanced Scorecard (PBSC);** personal ambition has no value unless I take action to make it a reality. Therefore the emphasis in this stage is developing an integrated and well-balanced action plan based on my personal ambition to realize your life objectives. It's about translating my personal ambition into action. Personal branding without continuous improvement of yourself based on your PBSC is merely cosmetic and will not lead to my sustainable growth.
My PBSC entails my personal critical success factors that are related to my personal ambition and my corresponding objectives, performance measures, targets and improvement actions (Rampersad, 2006). It is divided into the four perspectives: internal, external, knowledge & learning, and financial perspectives. (See chapter 4)

d. Implementation and Cultivation of My Personal Brand; personal ambition and personal balanced scorecard have no value unless I implement them to make them a reality. Therefore the next step is to implement, maintain, and cultivate my ambition, personal brand and PBSC to manage myself effectively. This focuses on my private life and business life. To guide me in this process I have used a unique learning cycle called the Plan-Deploy-Act-Challenge cycle (PDAC cycle), which should be followed continuously (Rampersad, 2003, 2006, 2009). To live in accordance with my personal ambition and related PBSC through its implementation using the PDAC cycle, results in a journey towards self-awareness, flow and happiness. (See chapter 5)

2. Alignment with Yourself:

Aligning your personal ambition with my behavior and my way of acting is needed to develop personal integrity. I need to commit myself to live and act according to my personal ambition and to keep promises that I make to myself. Personal branding built on a person’s true character is sustainable and strong. I should reflect my true self and must adhere to a moral and behavioral code set down by my personal ambition. This means that who I really am, what I care about, and my passions should come out in my personal ambition, and I should act and behave accordingly (I should be myself) to build trust.

These first two stages in the authentic branding model focus on personal leadership development by cultivating my inner compass.

3. Authentic Corporate Branding:

a. Corporate Ambition; this phase involves defining and formulating the shared corporate ambition. It entails the soul, core intention and the guiding principles of the organization and encompasses the corporate mission, vision, and core values.

b. Corporate Brand; this phase involves defining and formulating an authentic, distinctive, and memorable corporate brand promise, and using it as the focal point of the organization’s behavior and actions. This must be in harmony with the shared corporate ambition.

c. Corporate Balanced Scorecard (CBSC); the emphasis in this stage is developing an integrated and well-balanced action plan based on the corporate ambition to realize the corporate objectives. It offers a means to maintain balance between financial and nonfinancial measures and to connect strategic and operational standards. The CBSC entails the related corporate critical success factors, objectives, performance measures, targets and improvement actions, divided into four perspectives: financial, external, internal, and knowledge & learning. The CBSC is needed to improve the business processes continuously based on the corporate ambition in order to add value to customers and satisfy them.

d. Implementation and Cultivation of the Corporate Brand; the next step is to implement, maintain, and cultivate the corporate ambition, the corporate brand and CBSC in order to govern my organization effectively, to deliver peak performance, and to create competitive advantage. To guide you in this process I have introduced the Plan-Deploy-Act-Cultivate cycle (PDAC cycle), which should be followed continuously. To operate in accordance with the corporate ambition, corporate brand and related CBSC, through its implementation using the PDAC cycle, results in a journey towards sustainable business success.

4. Alignment with My Corporation:

The emphasis in this final stage is aligning personal ambition with corporate ambition and creating uniformity of personal and organizational values. It’s about aligning personal branding with corporate branding and getting the optimal fit and balance between these two activities in order to enhance labor productivity, to create a climate of trust, and to stimulate engagement, commitment, integrity, and passion in the organization. This is needed because staff members don’t work with devotion or expend energy on something they do not believe in or agree with. If there is a match between their interests and those of the organization, or if their values and the organization’s values align, they will be engaged and will work with greater commitment and dedication towards realizing the corporate objectives. The effective combination of all these four phases creates a stable basis for a high-performance and ethical organization. As we can see from Table 1-1, the authentic branding model gives us insight into both the way authentic branding can be developed effectively and the coherence between its different aspects.
Author’s Note: The Breathing and Silence Exercise below is known to be helpful for deep contemplation and relaxation when preparing to complete some of the tasks included in Authentic Personal Branding.

An Integrated Breathing and Silence Exercise

(Rampersad, 2009, 2014)

Step 1: Breathing Exercise

1. Look for a quiet spot with fresh air and make sure that you will not be disrupted.
2. Sit in a comfortable chair with an upright back, and your shoulders and neck relaxed.
3. Gently rest your hands on your knees, with your palms upward and close your eyes.
4. Breath deeply through your nose according to the following rhythm: inhale deeply during a count to four (your stomach fills like a balloon), hold your breath during four counts, and exhale fully and slowly during a count of six (your stomach flattens again) and stop for two counts. Focus on the rhythm of breathing in and out.
5. Focus your attention entirely on your breathing during this process and observe how your life energy flows through your body. During the breathing you will become more relaxed. Concentrate on the feeling of relaxation in your whole body (face, shoulders, hands, feet, etc.).
6. Repeat this process during 10-15 minutes.

Step 2: Silence Exercise

After finishing the breathing exercise, remain in your sitting position with your back straight, relax your arms, keep your eyes closed and breathe normally through your nose.

1. Focus entirely on your thoughts; do not concentrate on anything else. If thoughts do enter, do not force them out but simply let them pass like clouds making way for the beautiful blue sky.
2. Allow your thoughts to come and go, including the thoughts related to the Personal Brand questions.
3. Be open to all images that come up in your mind. Imagine that you are in a garden and that a wise man approaches you who, after introducing himself, asks you some of the Personal Brand questions mentioned below.
4. Listen carefully to the answers of your inner voice and write these down immediately after this exercise.

Open your eyes slowly after 10-15 minutes and write the answers of your inner voice in your personal ambition statement and your personal brand diary. The purpose of this diary is to be able to use this information to update your personal ambition and personal brand and keep record of your experiences and progress in each session.

Table 1-1
Chapter 2. My Authentic Personal Ambition

The four perspectives that follow should be in balance and are of essential importance for my self-development, personal well-being, and marketing success of my brand. These are:

1. **Internal**: my physical health and mental state. How can I control these in order to create value for myself and others?

2. **External**: my relations with my customers, spouse, children, friends, manager, colleagues, and others. How do they see me?

3. **Knowledge and learning**: my skills and learning ability. How do I learn, and how can I remain successful in the future?

4. **Financial**: financial stability. To what degree am I able to fulfill my financial needs?

[Author’s Note: The formulation of everyone’s Personal Ambition is most effective when it complies with the following criteria.]

1. Your personal vision motivates you, your personal mission inspires you, and your key roles guide your relationships.

2. Your personal vision is about **becoming** and your personal mission about **being**.

3. The four perspectives: financial, external, internal, and knowledge and learning are a part of it.

4. The emphasis is on unselfishness and authenticity.

5. Your values should explicitly be included in your personal vision, mission, and key roles.

6. Is specific to each person and includes ethical starting points, with an emphasis on your dream, uniqueness, genius, skills, principles, and values.

7. Personal mission is short, clear, simple, and formulated in the present tense; it is concrete and may be used as a guideline.

8. Personal vision is ambitious and should give direction to personal initiative and creativity, and combines personal power and energy.

9. Personal mission indicates how a person wants to distinguish him or herself in society.
Chapter 3. My Authentic Personal Brand

A product is something made in a factory; a brand is something that is bought by the customer. A product can be copied by a competitor; a brand is unique. A product can be quickly outdated; a successful brand is timeless.

-- Stephen King, WPP Group

The second stage in the Personal Branding journey is primarily concerned with defining and formulating a sustainable, strong, authentic, consistent, and memorable Personal Brand identity, which is in harmony with my Personal Ambition.

First of all, I performed a personal SWOT analysis and evaluated myself honestly calling to mind the results of the previous breathing and silence exercise. The result of this analysis and evaluation is the definition of my personal lifestyle. This relates to my Personal Brand objectives, what results I want to achieve with my Personal Brand. These are related to the four perspectives: internal, external, knowledge & learning, and financial.
I determined my specialization, concentrating on a single core talent, what my main specific services are, what my key characteristics are, what my single leading and most powerful attribute is, who my audience (domain) is, and what their greatest needs are. My Personal Brand Statement entails the total of my Personal Ambition, brand objectives, specialty, service, dominant attribute, and domain. My Unique Value Proposition (UVP) is part of this.

The next step was to define my Personal Brand Story (Elevator Pitch), which is the essence of what I want to say about my Personal Brand in order to produce a positive emotional reaction. Finally, I designed my Personal Logo and Slogan which is a single graphical symbol that represents my Personal Brand.

**My Personal SWOT Analysis:**

My personal SWOT analysis forms the basis of my brand and personal objectives, by examining my strengths and weaknesses in the internal environment and opportunities and threats in the external environment. This self-assessment also helped me to identify areas where I may need to improve. I examined my own situation, by asking myself some of the following questions -- and answering them honestly:

1. What are my strengths and weaknesses?
2. How can I capitalize on my strengths and overcome my weaknesses?
3. What are the external opportunities and threats in my chosen field and domain?
4. What would my colleagues or my customers say is my greatest and clearest strength?
5. What would they say is my greatest weakness?
6. What are some of the strengths that have contributed to my success up to the present?
7. How might these create problems for me in the future?
8. Which problems would I like to solve first?

Also, I asked myself this question—what is the most important challenge I face regarding my work and career? Factors that may be related to these questions were, for example, talent, ability, intelligence, goal-orientation, perseverance, self-control, health, integrity, creativity, tolerance, enthusiasm, the home and work environments, responsibility, job prestige, status, power, freedom, and having more free time.

Take a look at my SWOT in Table 3.1. I have included some improvement actions in my Personal BSC based on this, so that I can turn my weaknesses into strengths.

<table>
<thead>
<tr>
<th>INTERNAL ENVIRONMENT</th>
<th>POSITIVE ASPECTS</th>
<th>NEGATIVE ASPECTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>My Strengths (S)</td>
<td></td>
<td>My Weaknesses (W)</td>
</tr>
<tr>
<td>ASPECTS THAT ARE UNDER MY CONTROL</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Page 528
My Evaluation of My Life Style

On the basis of the list I made of all my strengths and weaknesses and opportunities and threats, I evaluated myself honestly and defined my personal life style, which is in harmony with my personal ambition and life story. While evaluating myself, I reflected on the following questions:

1. How do I relate to others?
2. What are my most important values?
3. What are my strongest areas? Do they add value to my domain?
4. What is the strongest personality characteristic I project to others?
5. For what ability, talent or skill am I best known?
6. What is the value that others associate with me most?
7. What moral principle or value do I associate with myself?
8. What do others say about me?
9. How do others, who have never met me, describe me?
10. How am I perceived?

Take a look at my personal life style below. It includes aspects of my Personal Ambition. It entails my perspective regarding life -- which personalizes my brand and reflects my values. I spend time thinking about my life, by performing the breathing and silence exercises regularly. Consequently my Personal Brand reflects distinctiveness, relevancy, and consistency.
**My Personal Brand Objectives:**
After I analyzed my strengths, weaknesses, and related threats and opportunities, I performed the breathing and silence exercise, evaluated myself, and defined my personal style; and used that information to define my Personal Brand objectives. For this, I reflected on the following questions:

2. What do I want to be known for in my profession and domain?
3. What emotions would I like my brand to produce in others? What do I want others to think about me?

My Personal Brand objectives should be realistic and related to the four perspectives: internal, external, knowledge & learning, and financial. Take a look at my Personal Brand objectives that follow:

<table>
<thead>
<tr>
<th>Personal Brand Objectives</th>
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**My Specialization:**

After I defined my Personal Brand objectives, I determined my specialization and expertise. I know my unique gift is meta-cognition – which is a specialization in the brain’s ability to conduct knowledge “integration.” In this authentic Personal Branding concept focused on Personal Ambition, my Personal Brand is built around my dream, values, key roles, and purpose in life.

I have identified and bounded the scope of what I do, which is in line with my strengths. I specialize in patterns of relationships and integration. This is my niche that I love, that I am passionate about, and which is related to my Personal Ambition:

<table>
<thead>
<tr>
<th>Specialization</th>
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**My Service:**

After I defined my specialization, I determined my service and tailored this to my target market (domain). I reflected on the following questions:

1. What do I do?
2. What are my primary services?
3. What is my related work style?
4. How do I want prospects in my target market to view my service?

<table>
<thead>
<tr>
<th>Service</th>
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I also defined what makes me unique, special and different. I reflected on the following questions:

1. What are my key characteristics that are very clear to anyone and which add value to others?
2. What unique parts of my personal life style and my work style make an impact on others when I am on top of my performance?
3. What are the top five characteristics that reflect my brand?

4. What is the single leading and most powerful attribute of my Personal Ambition?

5. What are my unique and natural talents?

6. What separates me from the masses?

7. What are my personal core competencies?

8. How do I want prospects and key influencers to think about me and describe me to others?

9. How am I introduced to others? How do my friends describe me to others?

10. What makes me distinctive, related to my most prized personal value?

11. What is the strongest personality characteristic I project to others?

12. What do others say about me when I am not around?

13. How do others react when they first meet me?

### Top Five Key Characteristics

**My Dominant Attribute:**

These characteristics are the foundation of his brand. My single most dominant characteristic, called dominant attribute, is being a lifelong learning practitioner. I have chosen this characteristic because this is who I am, what makes me distinctive, what correlates to my most prized value, and what appeals to and is valued by my target market. I have the courage to consistently display this with everyone. I am therefore including this attribute in my Personal Brand statement and my brand story. This is what makes my brand unique.

**Dominant Attribute**

I hope that lifelong learning practitioner is the first idea that enters others’ minds when they hear or read about me at this stage of my life. This is also what my target market needs and what can creates value for others.

**My Domain:**

Once I defined my dominant attribute, the next step was to choose and define my audience (which should be in harmony with my Personal Ambition, brand objectives, specialty, service, and dominant attribute); and to know his audience and their greatest needs. In this inside-out approach, I reflected on the following questions:

1. In what arena do I want to achieve my Personal Brand objectives?

2. What is my target market? Does it have the potential to make money? Do I enjoy working in this target market?

3. Who are my customers?

4. What are their greatest needs? What do they want? What do they value? What do they expect? What are they worried about?

5. What do they expect from me?
6. What are the values of my domain?

7. Who will find me and my unique strengths valuable in the marketplace?

8. What original knowledge or skills do I bring to my clients, industry or company?

Take a look at my domain; the greatest needs of my customers and my key competitors as I now see them.

<table>
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<tr>
<th>Domain</th>
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**My Customers:**

I am focusing on people and companies that are willing to learn and improve consciously. I don't have much time and energy to waste trying to help people and companies who are not committed to change and learning.

My Personal Brand must be relevant to my domain, which means that I must understand and care about what's important to my customers. For corporate customers, employee engagement, a happy and passionate workforce, personal effectiveness & growth, high labor productivity, and awareness for integrity are very important to them.

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<thead>
<tr>
<th>Customers Greatest Needs</th>
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**My Key Competitors:**

I fill this need with my products/services and brand, and I am convinced that my key competitors don’t have sufficient concepts and tools to fill this need in a durable, holistic, and humanized way.

<table>
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<tr>
<th>Key Competitors</th>
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**My Personal Brand Statement:**

My Personal Brand identity or Personal Brand Promise is a statement that I use *internally* to focus my efforts on what my Personal Brand must deliver *externally* in order to satisfy the needs of others. It states what I am committed to “being” for others, and the impact a relationship with me will have on them.

With my Personal Brand statement I wanted to create a particular impression in the mind of others to whom I am important, and to make an emotional connection with them. It includes my Unique Value Proposition (UVP), which entails a core element what makes me more unique, more valuable, and more visible in the market. A powerful Unique Value Proposition makes marketing and selling my services much easier.

The formulation of my Personal Brand promise is most effective when it complies with the following criteria:

1. Should be based on my Personal Ambition, personal SWOT, brand objectives, domain, specialty, service, and dominant attribute.

2. Must be formulated positively, in a distinctive, relevant, consistent, concise, meaningful, exciting, inspiring, active, action-oriented, compelling, memorable, ambitious, and persuasive manner.

3. The emphasis is on authenticity, integrity, consistency, relevancy, and distinctiveness.

4. Should state how I will make a difference in relationships throughout my life.

5. Should include a strong slogan to position me and how to distinguish myself in society.
6. Should reflect how I provide value to others

7. Should be unique to me, relevant to the market place, reflect who I really am, and to be used by people at work, family, and friends (to all my relationships in your life).

8. Should differentiate me and direct the way I think and behave.

My authentic Personal Brand Statement below summarizes me. I have formulated this for myself to be used as guidance for my Personal Brand “story” and to keep me moving in the right direction. This makes my Personal Brand more personal and continuously creates a personal touch and bond with my target audience. It provides me energy that helps me consistently build distinctive relationships with important people in my life. It also helps me to understand myself much better.

**Personal Brand Statement**

I am using my brand statement to communicate my unique service that provides a sense of value for my target audience. It is in line with my dreams, life purpose, values, creativity, passion, competencies, specialization, characteristics, and things what I love doing. This statement should evoke strong emotions (warmth, confidence, respect) in my target market -- which is exactly how I want to be perceived by my colleagues and clients.

My Personal Brand statement reflects who I really am, what I do well, what I love to do, for whom I am doing it, and what I care about. It’s a commitment that I make to important people in my life, including my customers, and about what I am willing to do on their behalf. It’s clearly defined so that my target audience quickly grasps what I stand for.

I have included my Personal Brand statement on my website, in my books, articles, resume and brochures. I uses it as a compass for marketing and sales of my brand, keeping me focused, guiding me in the right direction, and defining and communicating my Personal Brand story effectively.

**My Personal Logo and Slogan**

A Personal Logo is a single graphical symbol that represents and packages my Personal Brand. It tells something useful about what I do, for whom I do it, and what the benefit happens to be. A Personal Logo consists of: a name, a slogan and an icon. A Personal Logo & Slogan makes my Personal Brand visible.

Take a look at my Personal Logo & Slogan below.

**My Brand Name:**

**My Slogan:**

**My Icon:**

**My Logo:**

A nice Personal Brand without an execution plan in order to make is a reality, will not lead to sustainable development of my potential and marketing success. My plan and Personal Balance Scorecard, are discussed in detail in the next chapter.

**4. My Authentic Personal Balanced Scorecard**

**My Critical Success Factors:**

My Personal Critical Success Factors (CSFs) are derived from my Personal Ambition and Personal Brand. They are related to the four perspectives, **internal**, **external**, **knowledge and learning**, and **financial**. A Personal Ambition and
Personal Brand without these four perspectives results in an incomplete Personal BSC. The personal CSFs form the bridge between the Personal Ambition and Personal Brand (long term) -- and on the other side the personal objectives, performance measures, targets, and improvement actions (short term). This link is made by identifying my personal core competencies, uniqueness, genius, dominant attribute, values in my Personal Ambition and Personal Brand and translating these into concrete personal objectives. (See figure 4.1)

**My Personal Objectives:**

My Personal Ambition and Personal Brand are tied to my personal objectives. These objectives should be realistic and are based on my Personal Ambition/Brand statement and the results of the self-assessment executed with the help of my personal SWOT analysis. The central questions here are:

1. Which measurable short-term personal results do I want to achieve?
2. Which problems would I like to handle better?
3. What are my five-year career goals and life objectives?

My objectives describe a result that I want to achieve in order to realize my Personal Ambition, and successfully launch my Personal Brand. My ambition is aimed at my personal objectives both in the short-term and the future. My personal objectives give me ambition and brand direction. The personal Critical Success Factors form the bridge between these. My personal objectives are derived from my personal Critical Success Factors and from my SWOT analysis (See figure 4.1: Personal Brand Stage Factors and Actions).

**Figure 4.1: Personal Branding Factors and Actions**

**My Personal Performance Measures:**

Performance Measures are standards to measure the progress of my Personal and Brand objectives. With these measures, I can assess my functioning in relation to my personal Critical Success Factors and objectives. Without performance measures and targets, it is difficult to coach/manage myself with feedback from others. Performance measures urge me to action if they are related to my Personal and Brand objectives, giving me certain direction. (See figure 4.1)

**My Personal Targets:**

My personal target is a quantitative objective of a personal performance measures. On the basis of my performance targets I can get clear feedback about the progress of my improvement actions; which is needed to refine my Personal...
Brand and to better manage myself. My personal targets indicate values that I want to achieve, and depend on my level of ambition. They should be:

**Specific** -- they must be specifically formulated so that they can also influence behavior.
**Measurable** -- they must be formulated in such a way that they can measure the objective.
**Achievable** -- they must be realistic, realizable, feasible and acceptable.
**Result-oriented** -- they must be related to concrete results.
**Time-specific** -- they must be time-constrained. (See figure 4.1)

**My Personal Improvement Actions:**

My personal improvement actions are personal strategies used to realize my Personal Ambition and Personal Brand. They are utilized to develop my skills, improve my behavior, master myself, and improve my performance. I used two ways to define my personal improvement actions:

1. By selecting Critical Success Factors in my Personal Ambition and Brand statement, and translating these into personal objectives, performance measures, targets, and related improvement actions
2. By performing my personal SWOT analysis and transforming my strengths, weaknesses and related opportunities and threats into personal improvement actions. (See figure 4.1)

**My Authentic Personal Balanced Scorecard:**

Table 4.1 shows my Personal BSC, which is related to my Personal Ambition, my SWOT, my Personal Brand Statement, and is related to my Personal Critical Success Factors. It shows how I monitor the progress of my Personal Brand and my related personal objectives and improvement actions.

Some important questions in this evaluation process are:

1. Do I make more money?
2. Do I get more referrals?
3. Are opinions about my work stronger?
4. Do more people know who I am, what I do, and what I stand for (brand awareness)?
5. Am I being considered for more work?

By continuously checking the data I am receiving from my own observations, I am keeping my brand relevant, focused, and emotionally connected with my target market.

<table>
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<tr>
<th>Table 4.1: Personal Balanced Scorecard</th>
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<tr>
<td><strong>Internal</strong></td>
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<tr>
<td>Personal Critical Success Factors</td>
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<td><strong>External</strong></td>
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<tr>
<td>Personal Critical Success Factors</td>
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</table>
My Strategic Map:

The position of my objectives, within the four perspectives, and their mutual relationships are made visible in Figure 4.2. In this cause-effect diagram, my personal objectives are interrelated and affect one another. My final objective – like that of a majority of people, is to be happy. All my goals result in this final overall objective. On the basis of this diagram, I can improve myself continuously based on the feedback I get from others. It is also a handy tool in communicating my brand and PBSC to trusted persons.

Figure 4.2: Cause and Effect Diagram

Chapter 5. My Authentic Personal Brand Implementation and Cultivation
My Personal Brand will be of no use to me if I don’t implement and cultivate my Personal Ambition, Personal Brand and Personal BSC (brand strategy) effectively. This entails the final stage in the Personal Branding journey. To guide me with this, Dr. Rampersad provided the Plan-Deploy-Act-Challenge (PDAC Cycle) which I am following continuously.

In the following sections, each of the phases in the Plan, Deploy, Act, and Challenge cycle (see Figure 5.1) are discussed as tasks that I need to accomplish in an iterative, lifelong learning manner.

**PLAN**

First of all, I recognize my responsibility to define, formulate, and update my authentic Personal Ambition, Personal Brand, and related Personal Balanced Scorecard. I should review my core competencies, my dominant attribute, my service, my competitors, and my target audience. I should occasionally update my Ambition, Brand and my PBSC in a scheduled manner.

**DEPLOY**

In this stage of the PDAC cycle I launched my Authentic Personal Brand on a limited scale and tried it out with trusted persons who can give me honest feedback; get the word out through a variety of media channels; publish articles that showcase my expertise, seek out conferences and meetings where I can give speeches and presentations. When I respond to my Authentic Personal Brand with passion, courage, purpose and faith in myself, I live up to my brand promise.

I first implemented my Personal BSC on a limited scale, keeping in mind the priorities that I had identified. I started with a simple objective and related improvement action with dedication, self-confidence, willpower and concentration. I constantly monitoring and evaluating the progress of my brand. In doing this I reflect on the following questions of this stage:

1. Are opinions about my work stronger?
2. Do more people know who I am, what I do, and what I stand for?
3. Am I being considered for more work?

By constantly monitoring and evaluating my personal objectives and actions I will keep my brand relevant, focused, and remain emotionally connected with my target market.

---

**Figure 5.1 Plan-Deploy-Act-Challenge Cycle**
I have become an expert in my field and building credibility based on this effort. I am promoting myself and my personal code of ethics, marketing my brand, building effective relationships, networking with fellow professionals, and expressing my Authentic Personal Brand relentlessly, passionately, constantly, consistently, and in a compelling way to everyone I meet.

I find venues for my voice, express myself, and communicate my brand story in most everything I say and do. I keep my Personal Brand statement in mind when carrying out activities and dealing with others. I develop my talent and skills to achieve my Personal and Brand objectives.

I recognize my responsibility to improve myself continuously and be committed to change. I know that it is my ethical duty and moral responsibility to change – not only for my own good but also for my loved ones, my work, my organization, my country, and for the world of which I am a part.

I am building a solid reputation within my industry and doing work I love that is consistent with my passion, Personal Ambition and Personal Brand.

I am creating a representative and professional personal website that is specifically designed to deliver my brand message and showcase my key accomplishments, skills, education, successes, and summary of my career. My website also includes his articles, speeches, awards, and testimonials.

I have designed a great looking logo for my business card, building a network of contacts that know my brand value and am able to communicate it, and keep my network strong.

I also remember what Ralph Waldo Emerson said; “Our greatest glory is in never failing, but in rising up every time we fail”.

**CHALLENGE**

I am cultivating and maintaining my brand continuously in the light of new challenges, experience, and insights. I monitor, refine, fine tune, and cultivate this as I am going along, figuring out which parts work and which don’t, in order to create brand loyalty. I am constantly checking and monitoring my target market and making adjustments as necessary. I am constantly updating my brand to reflect the new challenges I accept and the lessons I learn in order to keep people interested and committed in my life and work.

**Chapter 6. My Authentic Personal Brand Alignment with Myself and Corporation**

Increasingly, successful organizations are beginning to recognize that good brand relationships with their employees are as important as good brand relationships with their customers; employees should be happy first in order to make the customers happy. Corporate brand loyalty starts with employee’s happiness; with the linkage between employee’s ambition/brand and employer’s ambition/brand. Both must be put side by side to check if there are similarities or not. Both don’t have to match exactly but should align in key places, such as in Personal Ambition and Personal Brand.

The final stage in the Authentic Branding Model entails aligning and synchronizing my Personal Ambition and Personal Brand with my Corporation’s Ambition and Brand; (see figure 6.1). Also, the development of a Corporate Balanced Scorecard should be added to the mix because greater leadership alignment and workforce cohesion occur when these relationships exist.
I find that it is essential to strive for the optimal fit and balance in order to enhance my productivity and to stimulate engagement, commitment, and passion in the organization. This alignment process has to do with reaching a higher degree of compatibility between personal and organizational objectives and accomplishing mutual value.

Research has shown that when an individual has some input regarding the shared ambition that affects his or her work, the person will be more supportive, motivated, and receptive towards organizational change. I know that I am often willing to work together towards the goals of the organization with dedication when there is a match between myself and their personal ambition and the corporate ambition. All people have different personal values and principles that must be understood and linked to the corporation’s values.

This alignment process is about matching my personal ambition/brand with the corporate ambition/brand. It has to do with reaching a higher degree of compatibility between my personal objectives and those of my corporate organization. The larger the intersection area between these two parties, the greater the degree of integral operations and the achievement of higher performance. (See figure 6.2)
How to Align with my Organization:

Dr. Rampersad has been encouraging managers and employees to establish their personal ambitions brands, so that they become energized to share that information. I too, recommend introducing an Ambition Meeting within organizations between the line-manager or superior and his/her employees. The Ambition Meeting is a periodical, informal, voluntary and confidential meeting of a maximum duration of one hour between line-manager and his/her employees -- with the employee’s personal ambition/brand/BSC and the corporate ambition/brand/BSC as topics for friendly discussion. For consideration:

1. **Why informal?** Because they will learn more from informal than from formal meetings. It is recommended that the meeting is held structurally at least once every two months, preferably more often. The outcome of these informal meetings should be highly confidential and should be kept out of the personnel file and not be used against the employee. The line-manager or supervisor plays a crucial role in worker well-being and engagement. He/she should act as a trusted person, coach, and role model in this process.

2. **Why as a trusted person?** Because if there is distrust and fear, there will be no sharing and learning. To be able to talk about the employee’s personal ambition/brand/BSC, one needs a confidential, informal and friendly atmosphere, an atmosphere of trust and open communication. This is essential as human values will be discussed. Experience has shown that this intimate atmosphere can be reached if the manager formulates his/her own personal ambition/brand/BSC beforehand and shares it with his/her employee.

The implementation of the employee’s personal ambition/brand/BSC comes up for discussion, and may include selected private matters that have an impact on job performance that can be discussed confidentially. During the alignment process, the manager should act as a trusted and informal coach and provide social support to the employees by being a good listener, providing help, and being someone on which the employee can rely.

I selected the following ambition questions as the basis for having an ambition meeting with my future employees and colleagues (Rampersad, 2009):

1. Does your personal ambition/brand correspond with the corporate ambition/brand?
2. Does your personal ambition/brand match the corporation’s ambition/brand? Where do they align and where do they contradict each other? Do they conflict? Are there compatibilities? Are there linkages?
3. Is there a win-win situation between your own interests and the ones of your organization?
4. What makes you feel good at work?
5. Are you proud of working for the organization?
6. Whose life is improved because of your work?
7. Which skills do you need to be a pillar of the organization and thus realize the organization ambition/brand? What do you want to gain through this?
8. Are your developmental expectations in tune with those of the organization?
9. Do your job requirements match your capabilities and needs?
10. What motivates you? What de-motivates you? What makes you happy or sad? What do you enjoy the most?
11. What contribution are you trying to make to the realization of our corporate ambition/brand? Which job do you aspire? What are your wishes? What do you strive for? What are your concerns?
12. Have you considered a job change?

**Conclusion**

As Authentic Personal and Corporate Branding comes to closure, you the reader, have the opportunity to decide if you have achieved your life and work objectives by recording your own what, why, how and for whom you live and work. If you
have completed this project in order to become a Certified Personal Brand Coach you will need to discuss how that might be accomplished by talking with Dr. Garrity: rgarrity@alforum.org or Dr. Rampersad: h.rampersad@tps-international.com.
Appendix D

Encore Example: The Author's Encore Journey

Prior to 1994 (The Adolescence to Early Adult Transition)

For three years my adult life was similar to that of a large number of Americans. First, I left adolescence with minimal parental support, few employable skills, minimal post high school education, and with no money or place to live. The U.S. Army was the only welcoming employer offering training and employment for those in my status. They were willing to provide six months of training as a Crypto-Security Equipment Technician in exchange for three years of military service. A place to live and a skill with private sector possibilities motivated me into action. What a great deal!

Within eight additional years I completed my military service, worked with a major information technology corporation for a year as a field engineer, decided to start a federal government career using my accumulated private and public sector (military and civilian) capabilities. Concurrently, I became a married man raising the first of two children, and was enjoying independent, but low budget apartment living. My wife and I were following the traditional American family story experienced by others. During this period, the need for a college education became quite clear as I learned that many other people were pursuing career advancement and promotion by learning the skills, knowledge and abilities required for greater job performance and remuneration. By this time I had established in my mind the view that there was a symbiotic relationship between pursuing continuously higher education (social, economic and technological) and obtaining the benefits of work and career success.

For the next twenty years my personal and family life continued to expand and develop across multiple fields of education, locations, specialties, responsibilities, cultures – and all family members appeared to benefit from the growth, education, experiences and new opportunities that they experienced. I acquired extensive formal education (four degrees through PhD) through continuous part-time training, I attended numerous technical and organizational courses and certifications, I held leadership positions in technical project management, training division management, enterprise development and change management, financial and logistics management, and I served as adjunct faculty at various universities. On the home front, my wife established her own interests and career opportunities, my children received college degrees and started their own lives – and after twenty-two years of marriage my wife and I decided to divorce and pursue our individual interests. I was now fifty years of age after thirty years of work, and I was contemplating an unplanned future. And yet, I recognized that new opportunities often come with the acceptance of change.

[Author's Note 1: The result at this time was an unexpected, but welcomed life/career change.]

In 1994 (The Mid-Life/Career Transition Begins)

By 1994 I had been in the University of Southern California part time doctorate program for five years. I experienced a major awakening at the time of acceptance into the program. New students were required to conduct a self-reflective examination of our personal and work lives so we could better understand who we had become and where we thought we were going as our lives progressed. The result of our effort was used to assess and plan our respective futures in a way that assured a doctorate in public administration made sense for each of us. The psychological and sociological methods we used elicited new information that most of us had not known or expected. Did we really understand our life purpose, and how could we ensure the life each of us had left was going to be productive and meaningful in the PA field?

After my studies were completed the challenge of choosing a dissertation topic that mattered equally to the school faculty and to me became challenge for consideration. Again, what did I really care enough about to do all the work involved – and to meet the school’s graduation requirement? The USC list of typically narrow topics was not acceptable to me because I had developed an interest in understanding “how the integration of human life knowledge and work experience could be modeled and used for human progress in today’s world.” I thought that defining a system-of-systems model for approaching one’s adult life management would be worth my time. At first the faculty said no to the topic, but then relented if I could reframe the project to meet their graduation requirements. I was required to do additional research and submit a new proposal to align my work with the school’s needs. To do so I performed six months of research to eventually submit a proposal acceptable to the faculty.

Our collaboration finally resulted in the dissertation topic: The Construction and Evaluation of a Quality Learning Systems Model for Societal Dialogue and Development which combined sufficient topics and elements to be acceptable. In part, the description said: Society is experiencing a strong undercurrent of dysfunctional tension which
constrains the quality of its long term development. It is in need of an integrated strategy and comprehensive model for finding solutions to its systematic issues, and for capitalizing on its capabilities and opportunities. This study is an inquiry into what type and form of common ground, overarching concept, or pervasive belief might be learned to enhance the administration of society’s activities. The clients for this work are the leaders of American public and private sector organizations. At my graduation, the leader of my committee commented: “You now have you life’s work ahead of you.” Indeed I did! Can a differentiated life/career be better understood when viewed as an interdependent social system from 50,000 feet above the ground? Shouldn’t someone set out to study the issue, and then become an advocate of a comprehensive and integrated life journey?

[Author’s Note 2: An education/work life change had occurred once again.] Concurrent with my improved education status, a work assignment designed to implement a Total Quality Management (TQM) agency transformation was assigned to me incorporating the use of my recent doctorate education. The wide scope of the program encouraged significant use of my formal education and experience. However, within three years the agency executive leadership team decided enough had been done (not even close) and the program was closed. My expectations for success were not realized.

Shortly thereafter, other disruptive changes in my federal career track became a regular occurrence as the agency went through external influences on its purpose and functions. About the same time, I reached my own thirty year service point and became eligible for early retirement. Due to the fact my agency planned on making staff cutbacks, was willing to encourage selective retirements using financial incentives, and I had achieved the highest grade level likely for my own career development; I retired and went immediately to work for a federal government support contractor. This change of venue encouraged me to re-think what I wanted to do at this 50+ age of life and how I might deliberately fashion a new life and career became a matter of focus.

[Author’s Note 3: Another work/career change had occurred.] The concept of pursuing a purposeful “Encore Life and Career” slowly occurred to me."

In 2001 (Mid-Life/Career Transition in Progress)

From 2001 through 2007 I crafted a proactive series of products and services to realign my accumulated knowledge and experience to synchronize with emerging professional services opportunities. Accomplishments included: establishing a small not-for-profit educational services business that conducted pro bono community services as well as working as an enterprise change subcontractor to various federal government contractors. I also became an adjunct professorial lecturer and researcher in knowledge management and organizational learning at a local university, and began authoring books in the interdisciplinary field of life/work management.

In 2007 (Senior Adult Transition and Rejuvenation)

Late in 2007 at age sixty-six I finished my last federal government contractor support project and desired to concentrate on my educational research and authoring initiatives. It had been about twelve years since I accepted the USC doctoral challenge to go off and prove my thesis that was eventually approved for graduation. Since then I have written two print books and eight e-books advancing much of what I have learned mostly later in life. Now in 2016 my ultimate print book (this book) will soon be published: Your Integral Life Matters: A Life Management Handbook for American Learning, Leading and Legacy Success. The approach used has been to demonstrate an educational innovation wherein holistic, interdisciplinary learning and action supports greater comprehension of issue factors and grounded knowledge.

END
Appendix E

Complete Your Unique Life Project

Whatever you can do in advance of your death to ease the burden on your estate executor and heirs will be heartily welcomed by them. If you have witnessed the numerous times (like your author has) wherein those who remained had to labor furiously to locate, organize, and share the documents and property; pay the immediate bills; relocate children; and work with the legal and interpersonal matters a death in the family requires – all the while mourning your loss and assisting those nearly incapacitated – you would be ashamed at your thoughtlessness. We must do better by others, especially when the memories of us linger for many years.

[Author's Note: It is anticipated that some elders would enjoy this time in their lives collecting, reflecting and writing their own Living Legacy Package. However, for many this very important life accomplishment could not be thoroughly accomplished without the assistance of a family member or close friend – in addition to obtaining occasional financial or estate planning specialist to ensure written material is properly communicated.

For this reason, your Handbook author (Dr. Garrity) proposes to coach an elder (you) and one of their family members preparing and completing some of the tasks below (paragraphs a and b). Task c. will require the elder to select their own expert to assist. Before proceeding you should contact Dr. Garrity (www.rgarrity@alforum.org) to discuss the time and cost required to schedule and complete tasks a. and/or b.]

A. Your Legacy Package

In addition to writing your final and detailed Last Will and Testament of your wishes, the people impacted, and the things that should be accomplished, you need to identify a location(s) for your legacy items. Provide a list of what can be found there, and make the list readily available (Open Only After my Death) for a few people you trust to see the list and to take the actions you desire. Then attend to the following matters:

1. Assemble, organize and store other small property not in current use such as jewelry, books, electronics, clothing, tools, pictures, videos, recordings, games, loaned equipment and athletic equipment that may be given promptly by your executor (in accordance with your Last Will and Testament) to the proper recipients. And, a contemporary guide for organized disconnection from the world we all have embraced is Your Guide to Leaving Your Internet Legacy by Monna Elithorpe, Biz Lady Journal Publishing, 2013. Make sure your identification and passwords are listed and available for someone to close your online activity.

2. One or both of the e-books you completed as described in Chapter 15 and the Appendix B/C are very unique additions to your legacy package. They speak for you in terms of your learning, intellect, feelings, insights and capabilities – some of which others may never have known or suspected. They allow you to bring closure to your fully developed personhood. You are entitled to be heard both during and after your life is lived. It does not matter much if these books were actually done years ago to meet your needs, as you can prepare an addendum for subsequent years, title them and place them into your Legacy Package.

B. My Mid-Life/Career Transition and Personal Renewal (Encore)

This senior level writing project is appropriate for those program participants aged 50 to 60 years who are inclined to focus on creating an encore (second) life career or avocation based in large part on their earlier career education and experience. In this case, the instructions provided in either Appendix B or C above would apply equally as well here. Appendix B should be followed if a significant increase in life learning is the priority for the new avocation, or the guidance in Appendix C would apply better if the additional of Personal Branding is required to focus and plan a new, but related avocation.

C. My Senior Lifelong Learning and Memorable Legacy (Letter)
Your Senior Lifelong Learning and Memorable Legacy (Letter) to family, friends, colleagues and others. There are many ways to construct a personal Legacy Letter that enables you to express yourself to others more fully, or to convey additional insights and feelings that you may have overlooked while you are alive. Some include preparing an actual letter, a video, a journal, a memoir, a poem, a history, a picture album, a song – and other creative ways to stay connected and relevant to selected people long after your death. Even better, we recommend that you include additional information to turn this letter into a “legacy of the heart” or “living legacy” as proposed by Meg Newhouse in Chapter 15. Doing so will infuse your letter with the major ideals, values and goals you have adopted during life. Subsequently, you can build continuity by demonstrating your desire to share these thoughts with your descendants after your death.

The detail for systematic reflection, selection, organization and presentation designed by this author follows the foundational concepts and graphics used herein to create, write and present a few of the American Learnership perspectives presented throughout this Handbook. This approach reflects on the thoughts and concepts stressed throughout the Handbook, and focuses us on the foundational concepts upon which the Handbook is based: Figures 14-1, 14-2, 14-3 and 14-9 (snapshots below). The Senior Lifelong Learning and Memorable Legacy worksheet (Appendix Table E-1) enables us to accumulate and record our legacy notes according to the Life Domains (9) and Life Stages (4) in which they occurred. A five-stage procedure is facilitated for collecting information by the program participant, and followed by the completion of their Legacy Letter.
Senior Lifelong Learning and Memorable Legacy (A Letter)
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<th>LIFE DOMAINS</th>
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<td>ADOLESCENCE (Childhood)</td>
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<tr>
<td>PHILOSOPHY (Worldview/Ideals)</td>
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<tr>
<td>REASONING (Competencies)</td>
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<td>PERSONAL (Family)</td>
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<td>ORGANIZATION (Career/Work)</td>
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<td>COMMUNITY (Society)</td>
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<td>PEOPLE (I Knew)</td>
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<td>EVENTS (I Experienced)</td>
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<tr>
<td>SUCCESS (I Experienced)</td>
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<tr>
<td>SADNESS (I Experienced)</td>
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Appendix Table E-1
The concepts and graphics presented in this Mindset Handbook have been selected to stimulate our personal reflection on the principles and practices that can assist us in experiencing an “Integral Life that Matters,” The lifetime development of our abilities (thinking, learning, knowing, leading, achieving) have been organized for review into the nine domains of Appendix Table E-1. Discovering, recognizing and having success in accommodating the social expectations identified here are known to enhance our long-term personal presence, skill development and interpersonal competence. The program author or a designated coach will facilitate this procedure. Contact Dr. Rudy Garrity at http://www.alforum.org.

Five Step Procedure:

1. Prepare for author-led learning conversations. Make blank copies of the Appendix Table E-1, and prepare to record short notes that come to mind during facilitated discussion. Keep in mind that some notes will lend themselves to be listed as “insight about yourself” or as a “living legacy,” Other notes will be structured as cognitive or emotionally based comments to others to understand or take action based on your advice.

2. For each of the top five domains (Philosophy, Reasoning, Personal, Organization and Community), reflect on the What, Why and When the item became very important in your life experience. Expect that you will eventually winnow the number down to only the most impactful 5-6 items for each domain. (Two groups: Insight about Yourself, and Comments to Others)

3. For each of the lower four domains (specific People, Events, Success and Sadness), plan to identify and record any related thoughts or situations that come to mind while participating in #2 above. These notes will serve as temporary place-holders until item #2 is completed.

4. Using copies of Appendix E-1 once again, conduct a facilitated review of the lower four domains. Be sure to address each of the four domains and four life cycle stages – in an iterative manner – until a representative list of items have been identified and explained at a summary level suitable for sharing. (Two groups: Insight about Yourself, and Comment to Others)

5. Consolidate and create a story. Separate Insight about Yourself from Comments to Others. Write your personal narratives in a paragraph format (either by domain or by life stage) using the information collected. Ensure your communication tone and language choice is careful and considerate. Statements of love and encouragement confirm a wish for other’s growth and happiness – a unique gift among human beings.

References for Reflection and Discussion:

Program Orientation: Life Learning Educational Asset (Introduction, C. Ambitions: Preliminary Insights and Aspirations)

Handbook Highlights

Section I – Chapters 1-4 (Figures 1-5, 2-2, 4-2, Table 3-1)
Section II – Chapters 5-9 (Figures 5-2, 6-1, 7-3, 7-4, 8-1, 9-1)
First Interlude (I-1 through I-8)
Section III – Chapters 10-13 (Figures 10-2, 11-2, 12-2, 13-2)
Second Interlude; Epilogue A-B; Appendix A-C
Section IV – Chapters 14-15 (Figures 14-1 through 14-9 and 15-1 through 15-4)
D. Your Legal, Administrative and Financial Affairs

This topic places emphasis on the broad range of strategies, products and services that should gain increasing attention as we progress from our early adult, through mid-life adult, to senior adult lives. And, a general piece of advice that applies to a large number of people is that “the earlier you begin to take a more holistic view of your life’s direction, and balance spending and investments with (hopefully) steadily increasing income; the better off you will be during periods of unexpected financial impact and when unemployment and retirement are on the horizon.”

Consideration of this responsibility has begun early in this Handbook in Chapters 2, 3, 4, 10, 11, 12 and 14, and has been summarized for easy review in Epilogue Section C: Wealth Generation and Financial Security. It is suggested that you take the time now to review that section to enable its use going forward. Certain perspectives should be given extra attention, for example:

1. Author Charles Richard’s advice to distinguish between the positive and negative sides of wealth, and the nature of high and low self-esteem

2. The inclusion of financial security along with other non-monetary aspects of discerning the “meaning” of life

3. The Personal Wealth and Financial Security Timeline, and discussion centered on Figure 10-4

4. The observations and suggestions offered by Dave Kansas and Suze Orman in their respective books and seminars.

With this information as a baseline, and recognizing the wide variation in people’s circumstances: incomes, wealth, health, needs and interests as the population moves through mid-life into retirement, the selected approach here is to advocate administrative and financial considerations most often under discussion. Most of the topics and tools will need to be considered for use with help from expert advisers. Everyone’s objective needs to determine a course of action that help them as individuals to balance the relevant benefits and life risks while moving toward the closure of their respective lives.

With the assumption that your “legacy package” (above) is underway, here are some important administrative and financial responsibilities that require special deliberation and action. Assistance from a certified professional accountant and/or an estate planning attorney is strongly recommended.

[Author’s Note: The material that follows provides guidance and forms to accomplish the preparation of essential documents needed to plan and complete one’s meaningful life journey and end of life tasks. After a short summary of the key documents, the reader is referred, enthusiastically, to the best estate planning reference your author has found for his own life management and end of life purposes: The Suze Orman series of books, videos, products and website at: http://www.suzeorman.com/index.php/books-kits/collections-and-kits/must-have-documents/. One comment in case it is not addressed to your satisfaction by Suze, is that we need to be sure there is adequate cash available to our selected executor (that is outside any trust or probate proceeding) that may be used for immediate needs such as funeral, mortgage and/or utility payments. Too many people find themselves not prepared to finance these expenses even temporarily for the deceased.]

Following Suze’s comprehensive coverage address these responsibilities in your own life, here is what you need to consider and act upon:

1. Will and Last Testament – A will or testament is a legal document through which a person discloses his or her wishes as to how their property is to be distributed at death, and names one or more persons to manage the until its final distribution.

2. Revocable Living Trust – A trust document is established by you, the grantor, the person setting up the trust and placing assets into it. The assets in the trust are managed for your benefit during your lifetime, however life insurance and retirement accounts may not be included in a trust. You should name yourself as the trustee who manages the trust and another responsible person to assume management responsibility after you death and distributes the assets according to your beneficiaries. The major advantage of a trust is to keep your property out of complication of estate probate, and the trust may revoked if you choose to do so.
3. **Financial Power of Attorney** – A document that lets you name someone to make your financial decisions for you. This document takes effect at a stated time, applies when and if you become mentally unable to handle your affairs, and can be deleted by you when no longer needed. The specific types of decisions for which the document applies may be explicitly listed.

4. **Durable Power of Attorney for Healthcare** – A document that lets you name someone to make decisions on how to proceed when certain of your life management situations cannot be made by yourself. The law recognizes your choice and reduces the likelihood that attending medical professionals will be held responsible when making important decisions that may impact your life and death. The specific types of conditions when this document is essential is when you may have a terminal condition or when you might experience permanent unconsciousness.

5. **Protection Portfolio** – A state of the art case that provides protection for valuable documents, assets, and personal Information. The portfolio includes a water-resistant case. Integrated organize, must have documents, DNA lifeline. Insurance evaluator, protection library, and a grab & go wallet.

[Author’s Note: Additional guides for selecting and preparing these mostly written products are: *Writing About Your Life* by William Zinsser, Marlowe and Company, New York, 2004; and *Writing Life Stories* by Bill Roorbach, Writer’s Digest Books, Cincinnati, Ohio, 2008. Particularly important, recognize that the e-books described in this Handbook (#2 above) employ a systems framework for chronological thinking and learning that can help you integrate your story – and can be your intellectual and emotional baseline for reflection and expression of the interpersonal topics you choose to include.]
Appendix F

American Learnership™ Organization and Author

American Learnership Solutions and Forum

Individuals and organizations can achieve their goals and improve their performance with the help of the innovative educational programs and consulting services of American Learnership™ Solutions (ALS) and American Learnership Forum (ALF) in Leesburg, Virginia. These two organizations offer educational, coaching, consulting, enterprise and charitable support services based in large part on the education, experience, research, writings, courses and videos created and presented by Dr. Rudy Garrity.

1. As a community services enterprise, ALS/ALF provides a comprehensive and interdisciplinary social systems perspective on American life and career in which products and services – informed by American Constitutional declarations and cultural traditions – are shared among individuals, organizations, and communities seeking continual societal progress.

2. ALS is the business home base and is responsible for the interdisciplinary reasoning and integral social systems architecture that distinguishes American Learnership in the educational, coaching and consulting marketplace. Its foundational concepts are depicted in its trademark “Learnership” architecture and “University of the Mind” metaphor.

3. The ALF is a not-for-profit subsidiary of ALS and operates a Center for American Life Management and Professional Branding that creates, organizes, produces and delivers American Learnership products and services through communities of public service (e.g. schools, charities) that contribute to social problem-solving.

4. The ALF subsidiary welcomes skilled writers, coaches, educators, consultants, leaders, artists and other informed people working to build human capital and American socio-economic progress. We celebrate America’s traditions and responsibilities at this time in world history, and we solicit your insights, accomplishments, and artistry for reflection, dialogue, and notable publication.

American Learnership Author, Dr. Rudolph B. Garrity

Rudolph (Rudy) Garrity has been a public and private sector product and service specialist, manager, executive, educator, coach, consultant and project manager in a wide variety of technical fields, educational roles and human capital activities in U.S. Defense and Intelligence organizations. His formal education (BS, MBA, MPA, DPA) and over 45 years of progressive leadership responsibilities has enabled him to transition into and lead nonprofit initiatives in his semi-retirement status. Professional distinctions include:

- Trademark Owner: "American Learnership"
- Certified Life and Career Success Coach
- Professional Life/Work Transitions Coach
- Chief Learning Officer and Senior Life Advisor
- Member, Continental Who’s Who Registry
- Certified Master Authentic Personal Branding Coach
- Professional Enterprise Consultant/Project Manager
- Director Community Outreach: "Mentor America Program"
- Member, Worldwide Who’s Who and Global Network
- University Lecturer: Learning and Knowledge Management
- Founder/Chairman: American Learnership Solutions/Forum, Inc.
- Book Author: Your Integral Life Matters: A Whole-Brain Life Management Mindset for Learning, Leading and Legacy Success in the American Tradition
- Book Author: “Total Learning, Knowing and Leading for a Mindful Way-of-Being”