

Distinctions Associated with Self-Direction

Recently Julian and I were exploring different models of self-direction and it became evident that there was not a clear distinction between self-leadership and self-management.

What we determined, in our initial exploration, is that it was important to create a clear distinction between Purpose, Process and Practice.....

Imagine the act of Cake making. The **Purpose** is to produce a cake; the **Process** is stated in the recipe for the cake, but is this all that is required? The answer is surely; no! the bit that is missing is the **Practices**.

Practices are the skills that are required to follow a Process in pursuit of a Purpose. They are not specific to a particular Purpose or Process but rather are generic and can be applied to many Purposes or Processes. Using the cake making metaphor; a Practice could be weighting, mixing, baking, icing, packing.... These Practices are often found at the start of any good recipe book and they are generic to all the recipes (Processes) in the book.

We further distinguished that it was the source of Command and Control that lay at the heart of these distinctions. Where Command implies the setting of **Purpose**, objective and outcome and Control implies the setting of **Process**, means and method.

Initially we created the following distinction for self-leadership:

Self-Leadership is an individual Conforming & Complying to their own intrinsic Purpose, Process and indeed Practices. It is a rejection of extrinsic Command (purpose) and Control (process).

The issue with Self-Leadership is that some people do not have an intrinsic model from which to derive their own Purpose. Thus, in the absence of an intrinsic model, an extrinsic model (someone else's Purpose) allows them to focus on their preferred Process and the Practices to deliver it. This is self-management:

Self-Management is an individual Conforming & Complying to an extrinsic Purpose, using their own intrinsic Process and indeed Practices. It is an acceptance of extrinsic Command (purpose) and a rejection of extrinsic Control (process).

The issue with Self-Leadership and Self-Management is that some people do not have an intrinsic model from which to derive their own Process.

Thus, in the absence of an intrinsic model, an extrinsic model (someone else's Process) allows them to focus on their preferred Purpose and the Practices (skills) to deliver it. This is self-determination.

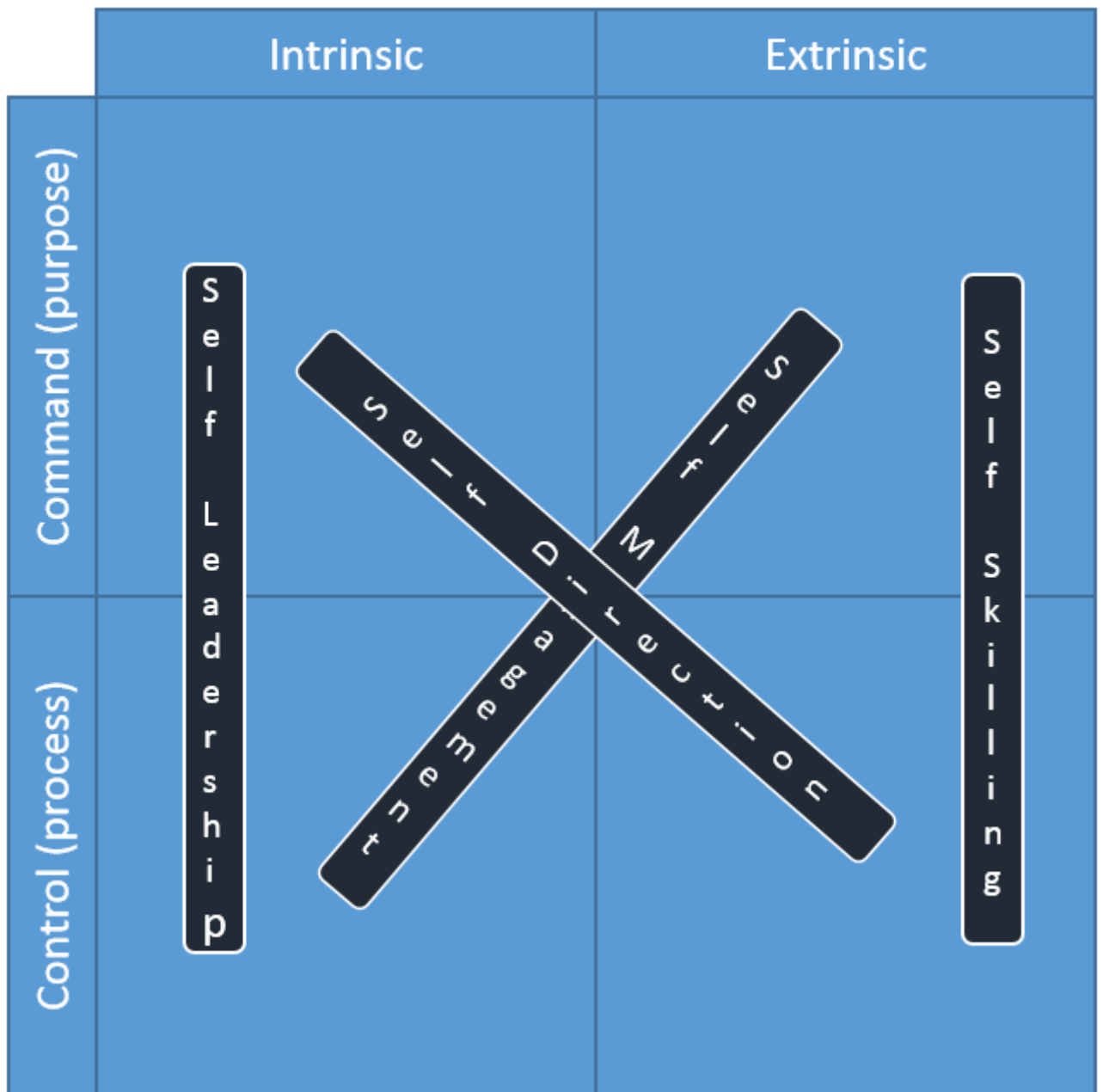
Self-Determination is an individual Conforming & Complying to an extrinsic Process, using their own intrinsic Purpose and indeed Practices. It is a rejection of extrinsic Command (purpose) and an acceptance of extrinsic Control (process).

The issue with Self-Leadership, Self-Management & Self-Determination is that some people do not have an intrinsic model from which to derive their own Purpose and Process.

Thus, in the absence of any intrinsic model; an extrinsic Model (someone else's Purpose & Process) allows them to focus on their preferred Practices to deliver it. This is self-Skilling:

Self-Skilling is an individual Conforming & Complying to an extrinsic Purpose & Process, using their own intrinsic Practices. It is an acceptance of extrinsic Command (purpose) and Control (process).

Have distinguished the different states of self-direction we spent some time synthesising them into a simple diagram (we assumed that the Practices were already embedded)



Andrew Holm