

## Discussion Questions

### Part 1

#### Chapter 1 – Uncertainty

- What are some examples of leaders who have provided false certainty? What were the short-term results? Long-term results?
- How do you successfully talk to people who almost demand certainty from a leader?
- How do successful leaders blend humility and confidence?

#### Chapter 2 – Progress

- Are most people more comfortable exploring or refining?
- How do leaders shut down the aspirations of explorers?
- What kinds of conflicts do explorers and refiners experience? What's the role of the leader in those situations?

#### Chapter 3 – Values

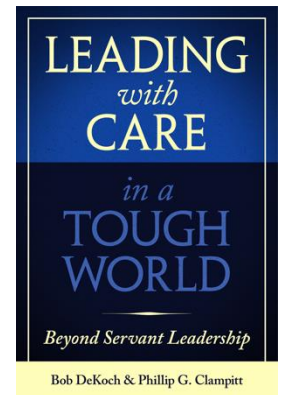
- How do successful leaders manage the inherent disconnect between aspirational values and related actions? Can you identify leaders who espouse certain values but fail to live up to them? What are the short-term results of the disconnect? Long-term?
- Are some values more fundamental than others? If so, how should this shift leadership communication? If not, how do leaders reconcile inherent conflicts between values?
- How do successful leaders talk about the price of living by a particular value? Examples?

#### Chapter 4 – Lifelong Learning

- What do you think are the hardest lessons for leaders to learn? Why are they so hard to learn?
- How do you think formal education unintentionally undermines learning?
- Can you identify a lesson you had to unlearn? How did you do it? How difficult was the process of unlearning?

#### Chapter 5 – Kindness

- How can leadership kindness be misunderstood and misinterpreted?
- Can you give some examples of toxic positivity? How do team members respond in the short-term? Long-term?
- Can you provide an example of when assuming positive intent led to a positive result? Negative result? What did you learn from those experiences?



## Part 2

### Chapter 6 – Coaching

- How do you build in team members a willingness to be coached?
- What’s the most difficult task of a coach? Examples?
- How does your HR department help or hinder leaders who take on a coaching role?

### Chapter 7 – High Performance

- What do you think are the most misunderstood dimensions of a high-performance workplace?
- What kind of dynamic pervades your organization (e.g., bounded, directionless, frustrated, actualized)? What are the root causes of the pervading dynamic?
- What makes it difficult for leaders to adjust their level of guidance to team members?

### Chapter 8 – Robust Communication

- What hinders leaders from using a robust communication strategy on major issues (e.g., multi-dimension messaging, multi-channel delivery, multi-direction orientation)?
- What pressures do leaders face to “communicate everything”? How should they resist that temptation?
- Why is it important to “elevate other leadership voices” when communicating on important issues?

### Chapter 9 – Pushback

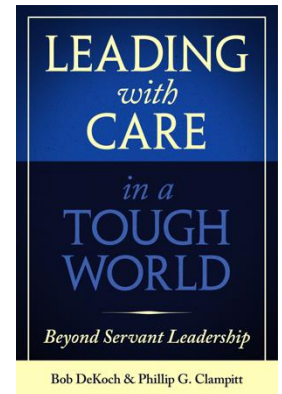
- In your organization, does the pushback tend to be more destructive or constructive? What factors drive it one direction or the other?
- What do you think team members most frequently misunderstand about constructive pushback?
- How should leaders address the underlying power dynamics inherent to any pushback conversation (e.g., kinetic, yielding, compliance, organic)?

### Chapter 10 – Relationships

- As a leader, what type of relationship (casual – robust) has been the most challenging to master and manage? Why?
- What is the optimal use of social media for a leader in your position?
- How effectively do you manage your relationship network?

### Chapter 11 – Collaboration

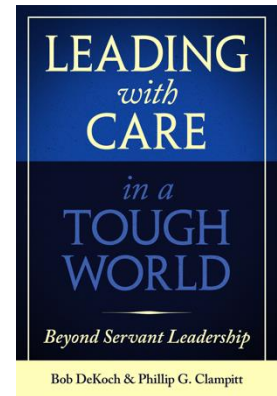
- What are the major collaborative barriers you face? How do you manage them?
- Can you identify a movie or sitcom where the leader artfully overcame collaboration barriers?
- How effective are your routine meetings? How do you judge their effectiveness?



- If you had to create a magic formula for getting “the right people in the room,” what would be the major factors in your formula?

#### Chapter 12 – Inclusive Workplace

- The media drumbeat about diversity, engagement, and inclusivity is relentless. What are the most misunderstood aspects of building an inclusive workplace?
- What conversational “rules” (often implicit) have proven least useful in building an inclusive workplace? Most useful?
- What strategies have been most useful bridging differences between disconnected groups? How do you know when you’ve built an inclusive workplace for groups and people (e.g., what are the indicators)?



#### Chapter 13 – Financial

- What financial issue is the most difficult to explain to team members? Why?
- What are the principal benefits for leaders and team members of crafting a list of 10 key financial facts? What’s the downside of creating the list? How do you mitigate the downside?
- What can leaders do during the good financial times to build team member resiliency during the lean times? What is the role of personal financial training during good and lean times?

#### Chapter 14 – Innovation

- What phase in the innovation process (conception, transformation, assimilation) presents the greatest challenge in your organization? Why?
- What leadership challenges emerge when building an iterative process rather than a checklist mentality with team members? What leadership language choices imbue a sense of an iterative process rather than a checklist mentality?
- How should leaders manage their own innovative impulses when presenting broad challenges to the team?

#### Chapter 15 – Beyond Servant Leadership

- How do you think the idea of servant leadership has been misunderstood? Why? Could you name a movie or sitcom where servant leadership has gone awry?
- Why do caring leaders need to embrace foundational beliefs (e.g., embracing uncertainty, progress making, core values, learning and caring)? What happens if leaders seek to become collaborative, inclusive, etc., without those beliefs? Are there other foundational beliefs that could be useful, as well?
- What are the three most important and actionable lessons you learned in the book?