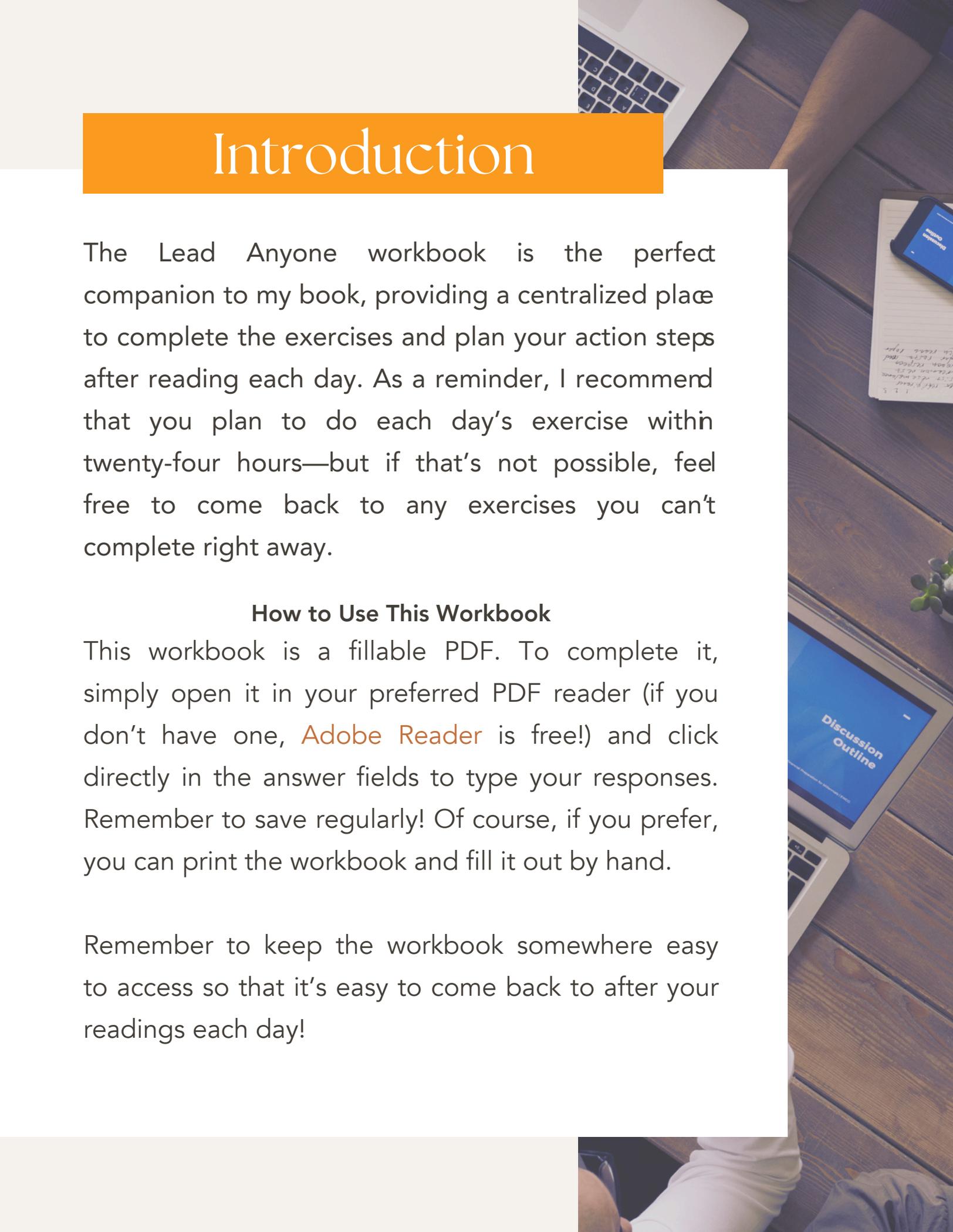




Lead Anyone

The Workbook

A top-down view of a wooden desk. In the upper left, a portion of a silver laptop is visible. To its right is a smartphone with a blue screen. Below the smartphone is a white notebook with handwritten notes. In the lower right, a small green plant in a white pot sits on the desk. A person's arm in a white sleeve is visible at the bottom of the frame.

Introduction

The Lead Anyone workbook is the perfect companion to my book, providing a centralized place to complete the exercises and plan your action steps after reading each day. As a reminder, I recommend that you plan to do each day's exercise within twenty-four hours—but if that's not possible, feel free to come back to any exercises you can't complete right away.

How to Use This Workbook

This workbook is a fillable PDF. To complete it, simply open it in your preferred PDF reader (if you don't have one, [Adobe Reader](#) is free!) and click directly in the answer fields to type your responses. Remember to save regularly! Of course, if you prefer, you can print the workbook and fill it out by hand.

Remember to keep the workbook somewhere easy to access so that it's easy to come back to after your readings each day!

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01

SELF-
AWARENESS

Part One

DAY 1

Know Your Hot Buttons

Identify Your Hot Buttons

Step 1: Brainstorm Your Hot Buttons

WRITE DOWN ANY HOT BUTTON MOMENTS YOU'VE EXPERIENCED OR ASK YOUR TEAM IF THEY RECALL INSTANCES WHERE YOU HAD AN EMOTIONAL REACTION. IF YOU ARE UNSURE, THINK OF MOMENTS WHEN SOMETHING YOU VALUE FELT THREATENED AND THIS CAUSED AN EMOTIONAL REACTION INSIDE OF YOU.

HOT BUTTON 1

HOT BUTTON 2

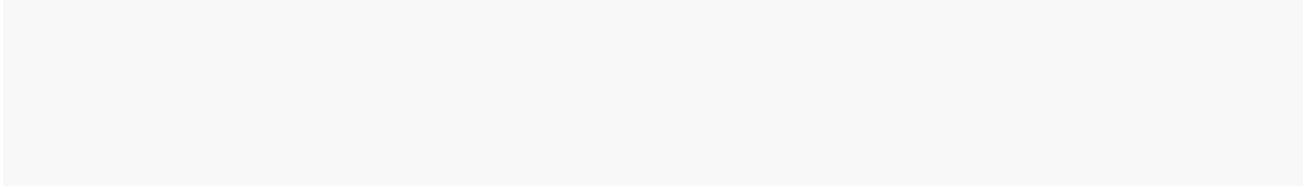
HOT BUTTON 3

HOT BUTTON 4

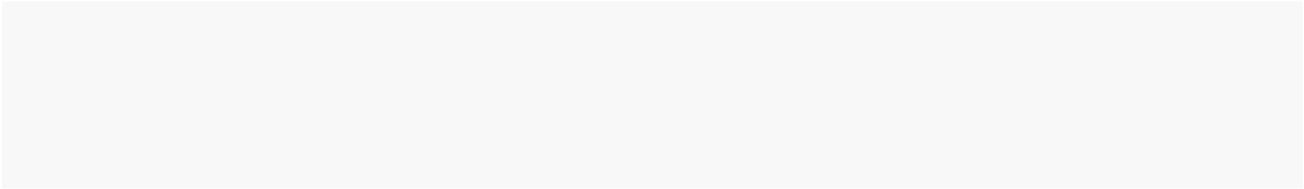
HOT BUTTON 5

Step 3: Reflect

1. HOW DOES CAPTURING YOUR HOT BUTTONS IN THIS WAY CREATE CLARITY FOR YOU?



2. HOW DOES THIS DATA GIVE YOU INSIGHTS INTO MANAGING YOUR EMOTIONS MORE PRODUCTIVELY?



DAY 2

Minding the Gap

INFORMAL MINI 360

Step 1: Self-Assessment

WRITE DOWN YOUR TOP FIVE LEADERSHIP STRENGTHS.

STRENGTH 1

STRENGTH 2

STRENGTH 3

STRENGTH 4

STRENGTH 5

DAY 2

WRITE DOWN THE TOP FIVE AREAS IN WHICH YOUR LEADERSHIP NEEDS DEVELOPMENT.

AREA 1

AREA 2

AREA 3

AREA 4

AREA 5

Step 2: Gather External Feedback

SHARE THE FOLLOWING WORKSHEET WITH FIVE COLLEAGUES FROM DIFFERENT LEVELS OF YOUR ORGANIZATION:

[WORKSHEET](#)

Step 3: Compare and Reflect

COMPARE THE ANSWERS YOU WROTE DOWN TO THOSE YOU RECEIVED FROM OTHERS.

WHAT ARE SOME COMMON THEMES IN THE FEEDBACK ABOUT MY STRENGTHS?

STRENGTHS THEME 1

STRENGTHS THEME 2

STRENGTHS THEME 3

STRENGTHS THEME 4

STRENGTHS THEME 5

WHAT ARE SOME COMMON THEMES IN THE FEEDBACK ABOUT MY AREAS FOR DEVELOPMENT?

AREAS FOR DEVELOPMENT THEME 1

AREAS FOR DEVELOPMENT THEME 2

AREAS FOR DEVELOPMENT THEME 3

AREAS FOR DEVELOPMENT THEME 4

AREAS FOR DEVELOPMENT THEME 5

Step 4: Action Plan

CREATE A LIST OF ACTIONS TO ADDRESS THE MOST PROMINENT THEMES YOU NOTICE FROM THE FEEDBACK.

POTENTIAL ACTION 1

POTENTIAL ACTION 2

POTENTIAL ACTION 3

POTENTIAL ACTION 4

POTENTIAL ACTION 5

FORMAL LEADERSHIP 360

Participate in a formal Leadership 360 assessment. Some of the benefits of doing an official 360 include the following:

- 1. Feedback from an unlimited number of raters (both inside and outside of your company)*
- 2. A completely anonymous and confidential process*
- 3. A trained consultant to facilitate the process and help you interpret your results*

[LEARN MORE AND SCHEDULE](#)

DAY 3

You've Got the Power

Write Your Personal Leadership Philosophy

WRITE A PERSONAL LEADERSHIP PHILOSOPHY. THIS CAN BE ONE TO TWO PARAGRAPHS IN LENGTH, AND THE INCLUSIONS DO NOT HAVE TO BE THINGS THAT YOU PRACTICE PERFECTLY, BUT THE PHILOSOPHY SHOULD INCLUDE YOUR ASPIRATIONS.

(Optional) Step 1: Reflect on Key Questions

TIP: IF YOU NEED INSPIRATION, ANSWER THE FOLLOWING QUESTIONS TO HELP FORM THE BASIS OF YOUR LEADERSHIP PHILOSOPHY. ONCE YOU HAVE ANSWERED THE QUESTIONS, YOU CAN INTEGRATE YOUR ANSWERS INTO YOUR PERSONAL LEADERSHIP PHILOSOPHY. EXAMPLE LEADERSHIP PHILOSOPHIES HAVE ALSO BEEN INCLUDED AT THE END OF THIS SECTION FOR REFERENCE.

1. WHAT ARE THE QUALITIES OF THE LEADERS YOU RESPECT AND ADMIRE THE MOST?

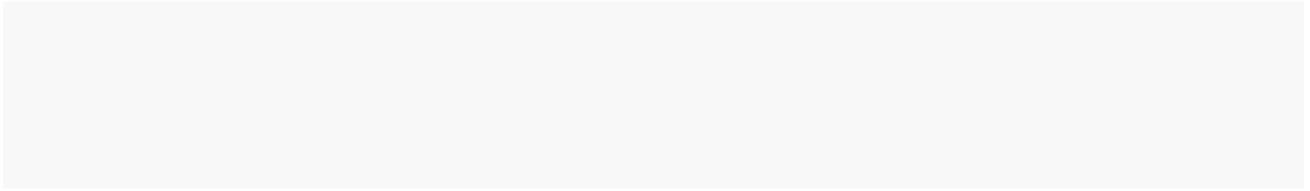
QUALITY 1

QUALITY 2

QUALITY 3

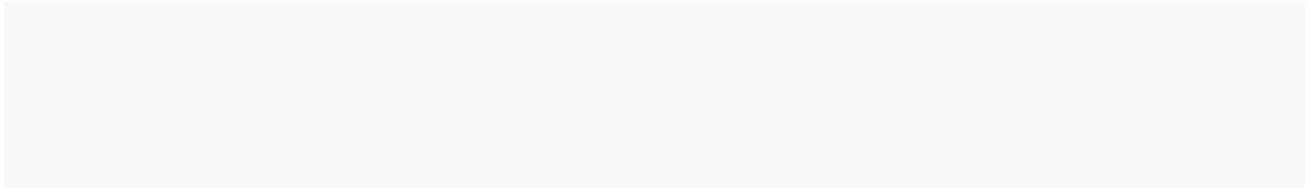
QUALITY 4

QUALITY 5

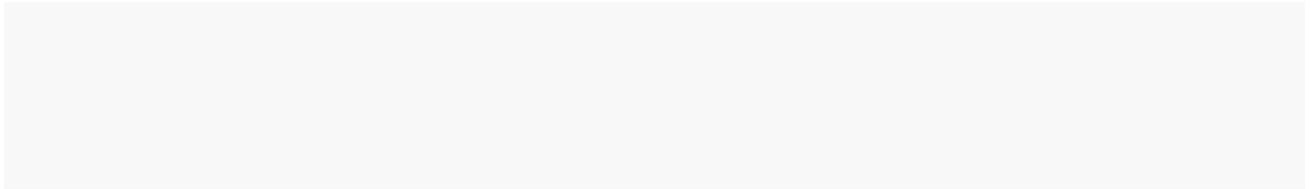


2. WHAT ARE YOUR OWN LEADERSHIP VALUES?

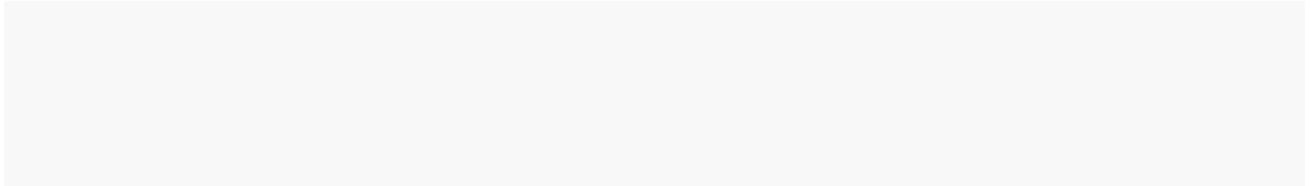
VALUE 1



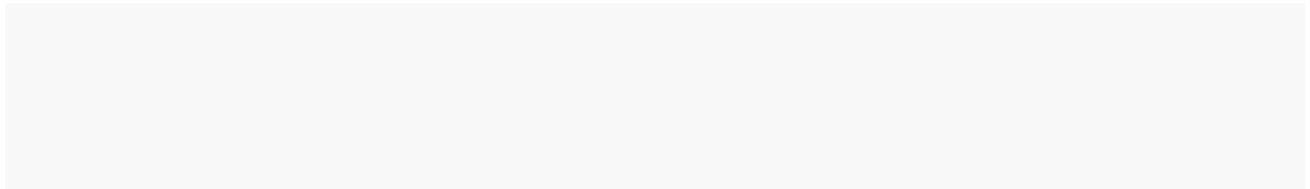
VALUE 2



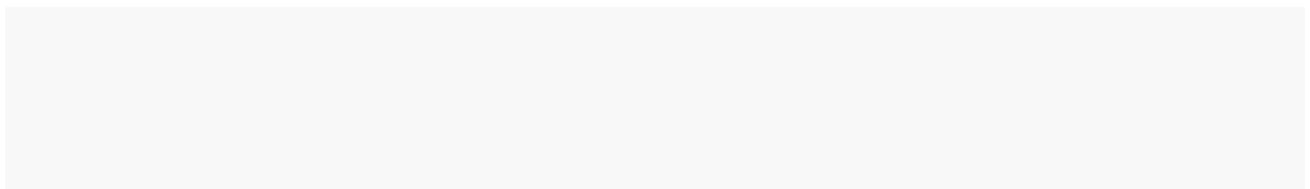
VALUE 3



VALUE 4



VALUE 5



3. HOW DO YOU WANT OTHERS TO DESCRIBE YOU AS A PERSON AND LEADER?

4. WHAT IS YOUR PERSONAL CAUSE?

5. WHAT DO YOU WANT TO BE ABLE TO INFLUENCE THROUGH YOUR LEADERSHIP?

Step 2: Write Your Personal Leadership Philosophy

WRITE ONE TO TWO PARAGRAPHS SUMMARIZING YOUR PERSONAL LEADERSHIP PHILOSOPHY.

TIP: THIS DOESN'T HAVE TO BE PERFECT OR FINAL—YOUR PHILOSOPHY CAN EVOLVE OVER TIME AS YOU GROW AS A LEADER.

Example Leadership Philosophies

There are many examples online, but here are some specific examples that may inspire you in creating your own!



I lead with integrity by living by the values that I profess. I build a strong team where people are heard, feedback is welcomed, and the strengths and experiences of each person are fully leveraged. I intentionally pursue my own growth as a leader and create a culture of continual improvement.

I lead a team that achieves remarkable results. I inspire others with a clear and compelling vision and empower people to use their strengths and pursue their passions. I make myself accessible to mentor and guide my team, and I am intentional about creating a bench of leaders. I set lofty goals and create a sense of excitement to achieve big things.



02

SELF-
MANAGEMENT

Part Two

DAY 4

Mastering Your Emotions

Change the Story Exercise

Step 1: Complete "Identify Your Hot Buttons," Day 1's Action Step

REFER BACK TO DAY 1 FOR INSTRUCTIONS. ASSUMING YOU HAVE ALREADY COMPLETED THE DAY 1 EXERCISES, YOU MAY ALREADY HAVE A HOT BUTTON IN MIND.

Step 2: Go Through the Reaction Sequence: Hot Button → Thought → Feeling → Reaction

1. WHAT IS A HOT BUTTON [TRIGGER] YOU WANT TO ADDRESS?

2. WHAT THOUGHT OR STORY DO YOU HAVE ABOUT THIS TRIGGER?

3. WHAT FEELING DO YOU HAVE IN RESPONSE TO THAT THOUGHT OR STORY?

4. WHAT IS YOUR CURRENT REACTION TO THIS HOT BUTTON?

Step 3: Challenge the Story

ASK YOURSELF THE FOLLOWING QUESTIONS TO CHALLENGE YOUR CURRENT THINKING.

1. AM I CERTAIN THIS STORY IS TRUE?

2. WHAT CAN I DO TO GET CLARITY?

Step 4: Create a New Story

1. WHAT IS A NEW STORY THAT WILL LEAD TO A DIFFERENT FEELING?

2. HOW DOES THIS INFORMATION AFFECT WHAT I AM NOW FEELING?

3. WHAT WILL MY RESPONSE BE GOING FORWARD?

INTEGRITY
DAY 5
Walk the Talk

Complete a Values Self-Audit

Step 1: Evaluate Your Values

LIST A VALUE IN THE "PROFESSED VALUES" COLUMN, INDICATE WHETHER YOU PRACTICE IT IN THE "PRACTICED VALUES" COLUMN WITH A YES OR A NO, AND THEN LIST SPECIFIC EXAMPLES TO SUPPORT YOUR ANSWERS IN THE "EXAMPLES" COLUMN.

NOTE: THIS SELF-AUDIT WILL REQUIRE STRONG LEVELS OF SELF-AWARENESS.

Professed Values <i>List a value.</i>	Practiced Values <i>Do I practice this value?</i>	Examples <i>What are specific examples of ways that I have or have not practiced this value?</i>

Step 2: Reflect on Your Evaluation

WHAT ARE THE KEY DIFFERENCES BETWEEN MY PROFESSED VALUES AND MY PRACTICED VALUES?

Step 3: Make an Action Plan and Recommit to Your Values

BASED ON THE PROMINENT THEMES IDENTIFIED IN STEP 2, CREATE A LIST OF POTENTIAL ACTIONS YOU CAN TAKE OR COMMITMENTS YOU CAN MAKE TO ADDRESS ANY GAPS BETWEEN YOUR PROFESSED VALUES AND PRACTICED BEHAVIORS.

POTENTIAL ACTION OR COMMITMENT 1

POTENTIAL ACTION OR COMMITMENT 2

POTENTIAL ACTION OR COMMITMENT 3

POTENTIAL ACTION OR COMMITMENT 4

POTENTIAL ACTION OR COMMITMENT 5

Bonus Action: Complete a Values Audit with Your Team

Step 1: Complete Your Personal Values Self-Audit

FILL OUT THE CHART IN "STEP 1: EVALUATE YOUR VALUES" FROM "COMPLETE A VALUES SELF-AUDIT" ABOVE.

Step 2: Gather External Feedback

SHARE THE FOLLOWING WORKSHEET WITH KEY TEAM MEMBERS FROM YOUR ORGANIZATION AND ASK THEM TO PROVIDE HONEST FEEDBACK:

EXTERNAL VALUES AUDIT

(NOTE: BEFORE SHARING, UPDATE THE HIGHLIGHTED PORTIONS TO REFLECT THE VALUES YOU IDENTIFIED IN STEP 1.)

Step 3: Reflect on the Feedback Received

1. WHAT ARE THE KEY DIFFERENCES BETWEEN MY SELF-ASSESSMENT AND THE FEEDBACK FROM MY TEAM?

2. WHICH VALUES WERE ALIGNED BETWEEN MY SELF-ASSESSMENT AND THE FEEDBACK? WHAT BEHAVIORS CONTRIBUTE TO THIS ALIGNMENT?

3. WERE THERE ANY VALUES I THOUGHT I PRACTICED BUT MY TEAM INDICATED OTHERWISE? WHY MIGHT THERE BE THIS DIFFERENCE IN PERCEPTION?

Step 4: Make an Action Plan and Recommit to Your Values

BASED ON THE PROMINENT THEMES IDENTIFIED IN STEP 3, CREATE A LIST OF POTENTIAL ACTIONS YOU CAN TAKE OR COMMITMENTS YOU CAN MAKE TO ADDRESS ANY GAPS BETWEEN YOUR PROFESSED AND PRACTICED BEHAVIORS.

POTENTIAL ACTION OR COMMITMENT 1

POTENTIAL ACTION OR COMMITMENT 2

POTENTIAL ACTION OR COMMITMENT 3

POTENTIAL ACTION OR COMMITMENT 4

POTENTIAL ACTION OR COMMITMENT 5

INTENTIONALITY

DAY 6

Acting on Purpose

CHOOSE ONE OR BOTH OF THE FOLLOWING OPTIONS.

Eat the Frog

Personal and professional development expert Brian Tracy developed a strategy for getting intentional called "Eat That Frog." It works like this: In preparing for your workday tomorrow, identify your most important and challenging task that needs to get done. Do that task first, before anything else. This starts your day off with a sense of accomplishment and momentum toward achieving your most important goals. Try incorporating the "Eat That Frog" technique into your daily work planning.

Step 1: Identify Your Frog

WHAT IS THE MOST IMPORTANT AND CHALLENGING TASK YOU NEED TO GET DONE TOMORROW?

Step 2: Eat Your Frog

TOMORROW, DO THAT TASK FIRST, BEFORE ANYTHING ELSE!

Identify Your Big 3

Leadership author Michael Hyatt suggests consistently identifying your "Big 3," which are three important goals and the tasks necessary to complete them. Use the prompts below to complete your Big 3 for various different time periods in your life.

Step 1: Identify Your Big 3 for the Year

GOAL 1

TASKS TO COMPLETE THIS GOAL

GOAL 2

TASKS TO COMPLETE THIS GOAL

GOAL 3

TASKS TO COMPLETE THIS GOAL

Step 2: Identify Your Big 3 for the Quarter

GOAL 1

TASKS TO COMPLETE THIS GOAL

GOAL 2

TASKS TO COMPLETE THIS GOAL

GOAL 3

TASKS TO COMPLETE THIS GOAL

Step 3: Identify Your Big 3 for the Month

GOAL 1

TASKS TO COMPLETE THIS GOAL

GOAL 2

TASKS TO COMPLETE THIS GOAL

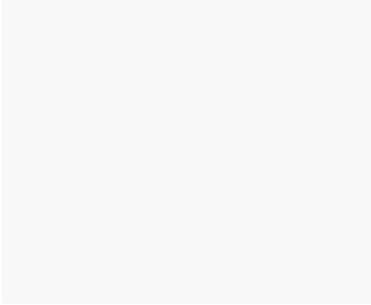
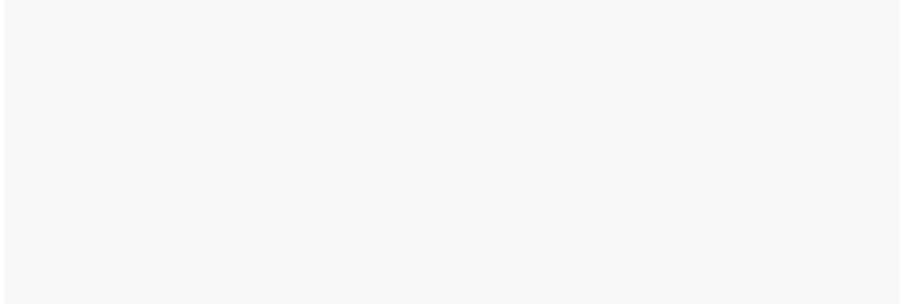
GOAL 3

TASKS TO COMPLETE THIS GOAL

Step 4: Identify Your Big 3 for Today

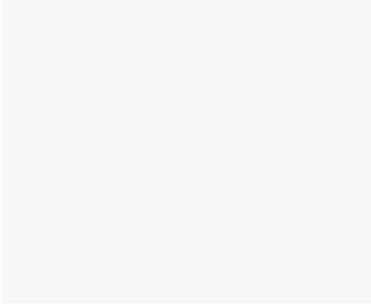
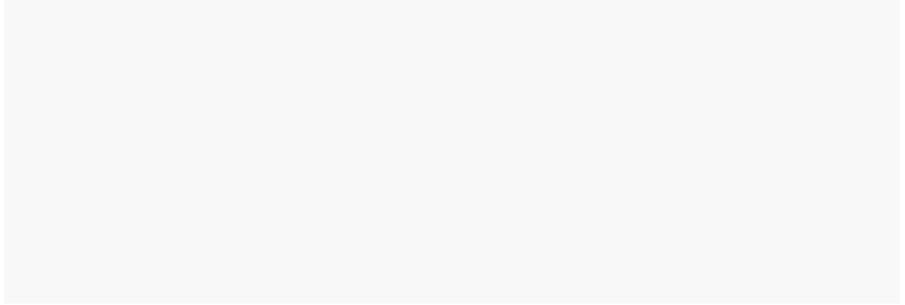
GOAL 1

TASKS TO COMPLETE THIS GOAL

A large, empty rectangular box with a light gray background, intended for writing the goal for the first task.A large, empty rectangular box with a light gray background, intended for listing tasks to complete the first goal.

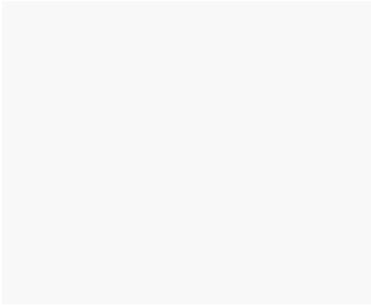
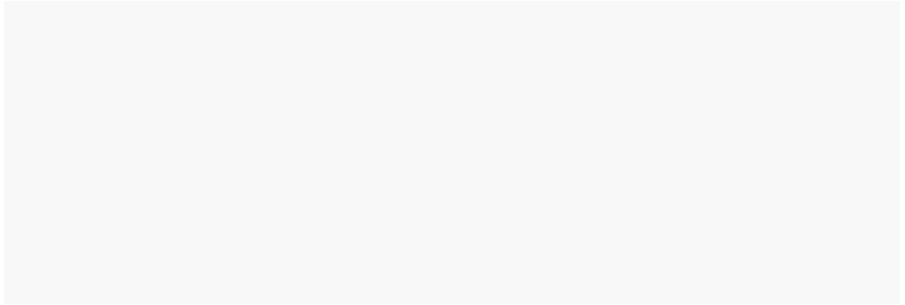
GOAL 2

TASKS TO COMPLETE THIS GOAL

A large, empty rectangular box with a light gray background, intended for writing the goal for the second task.A large, empty rectangular box with a light gray background, intended for listing tasks to complete the second goal.

GOAL 3

TASKS TO COMPLETE THIS GOAL

A large, empty rectangular box with a light gray background, intended for writing the goal for the third task.A large, empty rectangular box with a light gray background, intended for listing tasks to complete the third goal.

DAY 7

Being a Leader of Action

Action Audit

REFLECT ON THE FOLLOWING THREE QUESTIONS. IF YOU WANT TO TAKE THINGS A STEP FURTHER, HAVE THREE PEOPLE ON YOUR TEAM ALSO ANSWER THESE QUESTIONS ABOUT YOU, AND COMPARE YOUR ANSWERS WITH THEIRS TO ENSURE ACCURATE SELF-AWARENESS.

Question 1: What is your current track record for delivering on your promises and deadlines?

OPTIONAL: ASK THREE MEMBERS OF YOUR TEAM AS WELL. WHAT DID THEY SAY?

TEAM MEMBER 1

TEAM MEMBER 2

TEAM MEMBER 3

WHAT IS ONE ACTION I CAN TAKE IN THIS AREA TO IMPROVE OUTCOMES?

Question 2: Do you have good systems for mobilizing others and managing their work?

OPTIONAL: ASK THREE MEMBERS OF YOUR TEAM AS WELL. WHAT DID THEY SAY?

TEAM MEMBER 1

TEAM MEMBER 2

TEAM MEMBER 3

WHAT IS ONE ACTION I CAN TAKE IN THIS AREA TO IMPROVE OUTCOMES?

Question 3: Is there margin in your schedule to be strategic for development and acting on opportunities?

OPTIONAL: ASK THREE MEMBERS OF YOUR TEAM AS WELL. WHAT DID THEY SAY?

TEAM MEMBER 1

TEAM MEMBER 2

TEAM MEMBER 3

WHAT IS ONE ACTION I CAN TAKE IN THIS AREA TO IMPROVE OUTCOMES?

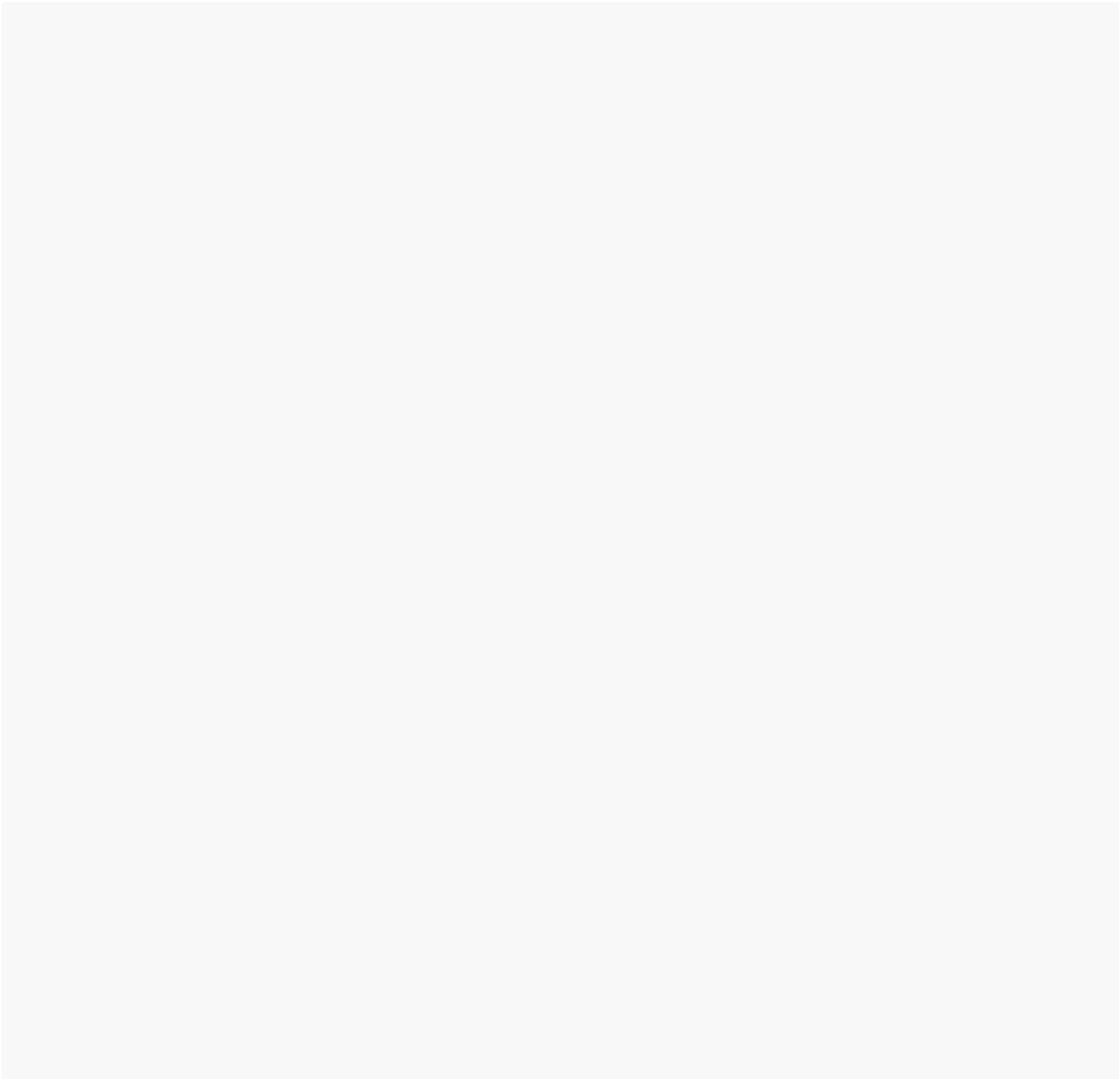
RESILIENCE

DAY 8

Rise Above It

Letter to Future You Exercise

WRITE A LETTER TO YOUR FUTURE SELF. IMAGINE YOURSELF PAST THE CURRENT "CRISIS" AND SETTLED INTO A NEW SEASON OF SUCCESS. DESCRIBE EXACTLY WHAT THINGS LOOK LIKE RESOLVED AND FUNCTIONING AT THEIR BEST (YOU CAN USE THE QUESTIONS I POSED TO JENNA AS A GUIDE TO CRAFT YOUR LETTER). IF YOU ARE NOT CURRENTLY FACING A CRISIS, DESCRIBE HOW YOU WILL GET PAST A FUTURE CRISIS.



Bonus Action: Learn from Someone You Admire

IF YOU WANT TO TAKE THINGS A STEP FURTHER, RESEARCH OR READ A BIOGRAPHY ABOUT SOMEONE YOU DEEPLY ADMIRE. MOST SUCCESSFUL PEOPLE HAVE HAD A SERIES OF "CRISES" THAT THEY HAVE HAD TO OVERCOME THROUGH RESILIENCE.

WHOSE BIOGRAPHY DID YOU CHOOSE TO READ?

LIST THE QUALITIES THIS PERSON USED TO HANDLE THEIR CRISIS AND BRAINSTORM HOW YOU CAN APPLY THOSE QUALITIES TO YOUR OWN SITUATION.

Quality	How can I apply this quality?

DAY 9

Take Back Control

"Control/Can't Control" Exercise

Step 1: Describe the Situation

WHAT IS THE SITUATION THAT'S CURRENTLY CAUSING YOU THE MOST STRESS?

Step 2: Identify What You Can and Can't Control

LIST THREE THINGS ABOUT THE SITUATION THAT YOU CAN CONTROL AND THREE THINGS ABOUT THE SITUATION THAT YOU CAN'T CONTROL.

Can Control	Can't Control

Step 3: Create an Action Plan

TAKE THE LIST OF THINGS YOU CAN CONTROL AND GENERATE AN ACTION LIST.

WHAT ACTIONS CAN YOU TAKE *IN THE NEXT MONTH* TO ADDRESS YOUR "CAN CONTROL" ITEMS?

POTENTIAL ACTION 1

POTENTIAL ACTION 2

POTENTIAL ACTION 3

WHAT ACTIONS CAN YOU TAKE *IN THE NEXT THREE MONTHS* TO ADDRESS YOUR "CAN CONTROL" ITEMS?

POTENTIAL ACTION 1

POTENTIAL ACTION 2

POTENTIAL ACTION 3

WHAT ACTIONS CAN YOU TAKE *IN THE NEXT SIX MONTHS* TO ADDRESS YOUR "CAN CONTROL" ITEMS?

POTENTIAL ACTION 1

POTENTIAL ACTION 2

POTENTIAL ACTION 3

Step 4: Let Go of the Things You Can't Control

FOCUS YOUR ENERGY ON THE ITEMS YOU BRAINSTORMED IN STEP 3. THEN MAKE EVERY EFFORT TO LET GO OF THE THINGS ON THE "CAN'T CONTROL" LIST."

HOW WILL YOU RELEASE THOSE THINGS ON YOUR "CAN'T CONTROL" LIST?

DAY 10

Getting Creative

CHOOSE ONE OR BOTH OF THE FOLLOWING OPTIONS.

Morning Pages

Start doing morning pages a couple of days a week. Julia Cameron, who originally created the exercise, recommends refraining from rereading what you have written, at least for a time. My recommendation is that you wait at least a month if you choose to revisit them. I have found it helpful to review with a highlighter in hand to mark themes and key learnings. In reflecting, you may rediscover your values and what's important to you, which could prompt necessary changes. You may also discover that solutions to problems surfaced when you processed your challenges through writing. These are just a couple of examples of the benefits I have seen.



FROM THE BOOK

[Morning pages] are done first thing in the morning by writing continuously until you have filled three full pages. This brain dump allows you to get the clutter out of your mind at the start of your day so that you can get the clarity necessary to prioritize. Morning pages also serve as a place to process anything that is bothering you and write down things you don't want to forget.

TO BE COMPLETED AT LEAST A MONTH AFTER YOUR FIRST MORNING PAGES. REMEMBER: DON'T REREAD YOUR MORNING PAGES FOR AT LEAST A MONTH!

WHAT HAVE YOU NOTICED ABOUT THE EXPERIENCE OF COMPLETING MORNING PAGES?

IF YOU'VE CHOSEN TO REREAD WHAT YOU'VE WRITTEN, WHAT DID YOU LEARN?

Time-Out



Put one hour on your calendar every week to do something you can get lost in and enjoy. At the end of your time, reflect on your stress levels and any ideas, clarity, or both that have come from that time.

FROM THE BOOK

Time-outs [are] setting aside an hour a week to do something you truly enjoy—whether that’s surfing or reading a novel—without any sense of responsibility. Creative ideas often come when the pressure to come up with an idea is removed and you are focused on something else.

TO BE COMPLETED AFTER YOUR FIRST TIME-OUT SESSION.

WHAT DID YOU NOTICE DURING OR AFTER YOUR TIME-OUT SESSION? (IF ANY IDEAS OR CLARITY CAME UP DURING THAT SESSION, FEEL FREE TO JOT THOSE DOWN HERE AS WELL.)

Common Object Exercise



Do this exercise at the start of a brainstorming meeting.

FROM THE BOOK

If you want to get the creative juices flowing, place a common object like a coffee mug in front of you and come up with as many uses for the mug beyond the obvious as you can. You can also do this exercise at the beginning of a team meeting to prime the pump before a work-related brainstorming session.

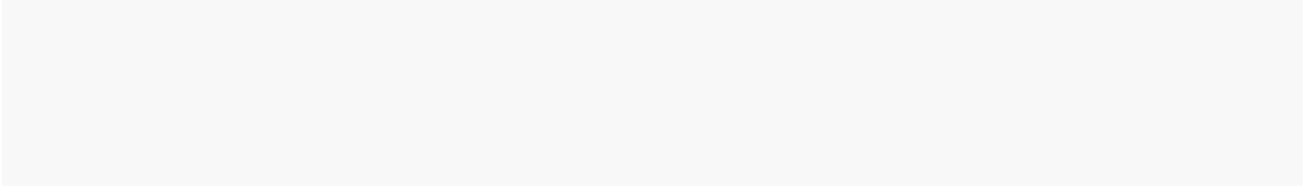
TO BE COMPLETED AFTER YOUR FIRST COMMON OBJECT EXERCISE.

HOW DID THE COMMON OBJECT EXERCISE HELP THE GROUP GET INTO A CREATIVE FLOW?

Bonus Action: *The Artist's Way at Work*

READ *THE ARTIST'S WAY AT WORK* BY BRYAN, CAMERON, AND ALLEN. COMPLETE ANY OF THE EXERCISES THROUGHOUT THE BOOK THAT RESONATE WITH YOU.

HOW DID THE EXERCISES HELP YOU BECOME MORE CREATIVE?



DAY 11

Managing Up

Change the Story, Take 2

Step 1: Complete “Identify Your Hot Buttons,” Day 1’s Action Step

REFER BACK TO DAY 1 FOR INSTRUCTIONS. YOU MAY ALREADY HAVE A HOT BUTTON IN MIND, BUT FEEL FREE TO REPEAT THE EXERCISE IF NEEDED.

Step 2: Go Through the Reaction Sequence: Hot Button → Thought → Feeling → Reaction

1. WHAT IS A **NEW** HOT BUTTON [TRIGGER] YOU WANT TO ADDRESS?

2. WHAT THOUGHT OR STORY DO YOU HAVE ABOUT THIS TRIGGER?

3. WHAT FEELING DO YOU HAVE IN RESPONSE TO THAT THOUGHT OR STORY?

4. WHAT IS YOUR CURRENT REACTION TO THIS HOT BUTTON?

Step 3: Challenge the Story

ASK YOURSELF THE FOLLOWING QUESTIONS TO CHALLENGE YOUR CURRENT THINKING.

1. AM I CERTAIN THIS STORY IS TRUE?

2. WHAT CAN I DO TO GET CLARITY?

Step 4: Create a New Story

1. WHAT IS A NEW STORY THAT WILL LEAD TO A DIFFERENT FEELING?

2. HOW DOES THIS INFORMATION AFFECT WHAT I AM NOW FEELING?

3. WHAT WILL MY RESPONSE BE GOING FORWARD?

03

SOCIAL
AWARENESS

Part Three

EMPATHY

DAY 12

Get Curious

CHOOSE ONE OR BOTH OF THE FOLLOWING OPTIONS.

Empathy Reflection

Step 1: Watch Brené Brown's Video

WATCH BRENÉ BROWN'S ANIMATED VIDEO ON EMPATHY. THIS SHORT VIDEO HELPS DEMYSTIFY WHAT EMPATHY IS. FIND THE VIDEO HERE:

"BRENÉ BROWN ON EMPATHY" VIDEO

Step 2: Reflect

1. WRITE DOWN KEY TAKEAWAYS ABOUT WHAT EMPATHY **IS** BASED ON THE VIDEO.

2. WRITE DOWN KEY TAKEAWAYS ABOUT WHAT EMPATHY **IS NOT** BASED ON THE VIDEO.

Empathy Experiment

Conduct your own empathy experiment. Choose a situation with someone you find challenging to connect with. Instead of making negative assumptions, approach them in a calm and curious way to learn about their perspective. Acknowledge their thoughts and feelings.

1. WHO DID YOU CHOOSE FOR THIS EXPERIMENT, AND WHY? WHAT CHALLENGES HAVE YOU FACED IN CONNECTING WITH THIS PERSON?

2. BEFORE ENGAGING WITH THIS PERSON, WHAT ASSUMPTIONS OR JUDGMENTS DID YOU MAKE?

3. WHAT APPROACH DID YOU TAKE TO SHOW CURIOSITY AND EMPATHY? WHAT QUESTIONS DID YOU ASK?

4. WHAT DID YOU LEARN ABOUT THE OTHER PERSON'S THOUGHTS, FEELINGS, OR EXPERIENCES THAT YOU DIDN'T KNOW BEFORE?

5. HOW DID THIS NEW UNDERSTANDING CHANGE YOUR PERCEPTION OF THIS PERSON? HOW HAS LEARNING THIS INFORMATION ILLUMINATED A PATH FORWARD?

DAY 13

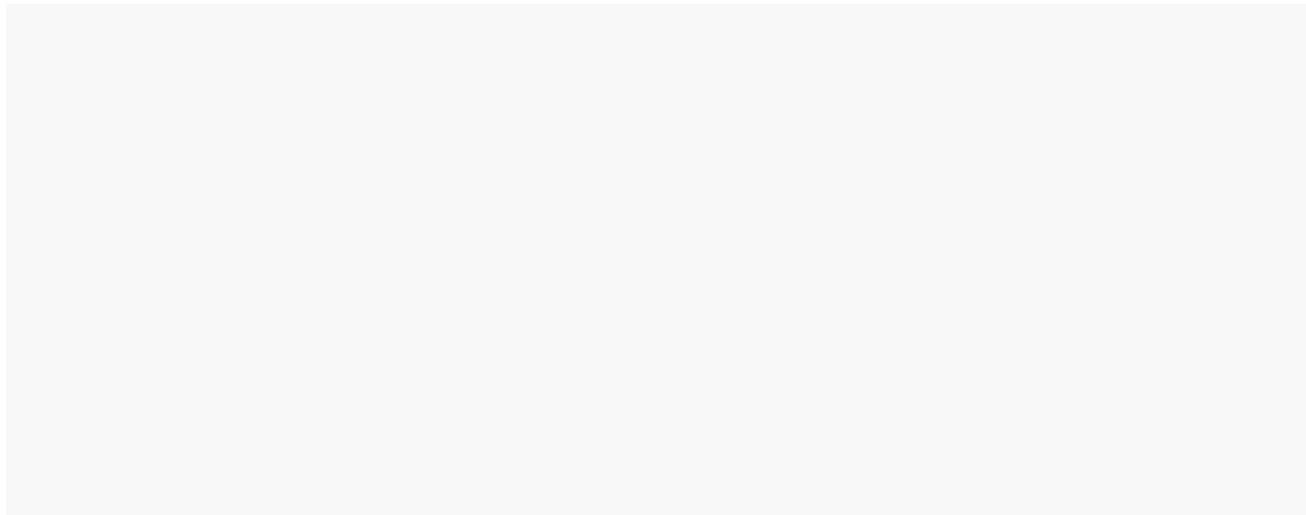
Cracking the Culture Code

Cultural Audit

ASK FOR A MEETING WITH KEY INFLUENCERS IN YOUR ORGANIZATION. ASK THEM HOW THEY WOULD DESCRIBE POWER RELATIONSHIPS, UNDERLYING STRUCTURES, EMOTIONAL CURRENTS, UNSPOKEN RULES, AND INFORMAL NETWORKS. CONSIDER USING THE QUESTIONS BELOW, OR HIRE A CONSULTANT TO ASSIST YOU.

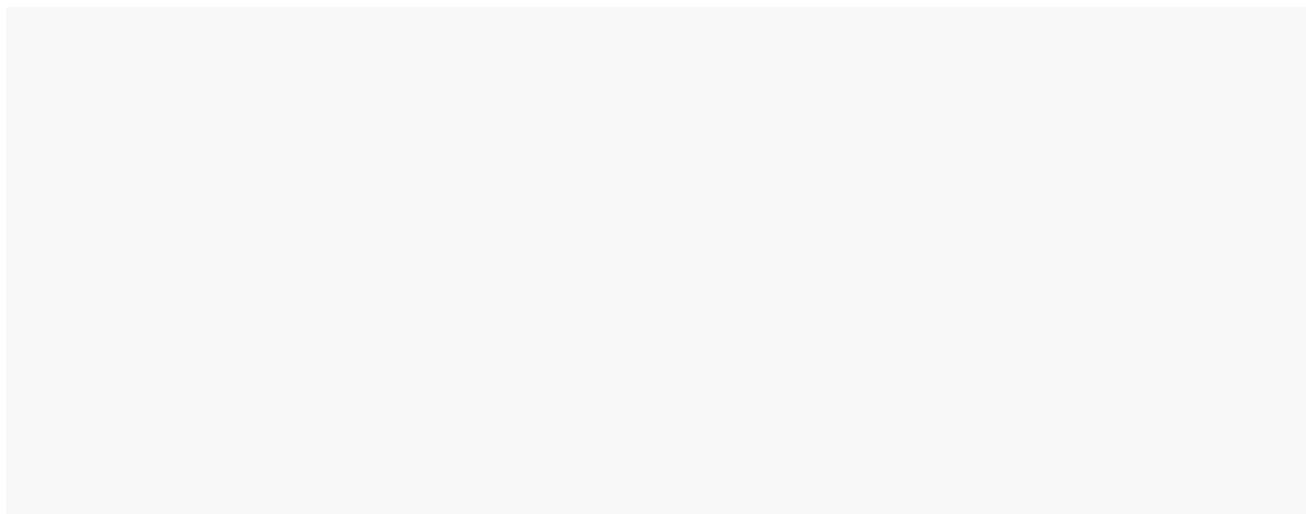
QUESTIONS ABOUT POWER RELATIONSHIPS AND UNDERLYING STRUCTURES:

- **IS THERE AN "IN" CROWD AND AN "OUT" CROWD?**
- **WHO HAS INFLUENCE?**
- **WHAT ARE THE ATTRIBUTES OF PEOPLE WHO GET THINGS DONE?**



QUESTIONS ABOUT EMOTIONAL CURRENTS OF THE GROUP:

- **IS THE GROUP ALIGNED?**
- **IS THERE UNDERLYING CONFLICT?**
- **IS THERE A SENSE OF TRUST?**



QUESTIONS ABOUT SOCIAL CONSIDERATIONS:

- **WHAT ARE THE SOCIAL NETWORKS WITHIN THE ORGANIZATION?**
- **WHO HAS INFLUENCE—IN OTHER WORDS, WHO DOES KEY INFORMATION PASS THROUGH AND WHO DO PEOPLE LISTEN TO?**
- **WHAT QUALITIES DO THE INFLUENCERS POSSESS?**
- **HOW DO THE INFLUENCERS DO THINGS DIFFERENTLY?**

MY ADDITIONAL QUESTIONS

Question	Response

SERVICE ORIENTATION

DAY 14

Serving Is the New Strong

Service Orientation Quiz

EVALUATE THE FOLLOWING LIST. WHICH STATEMENTS ARE TRUE FOR YOU? WHICH AREAS CURRENTLY NEED IMPROVEMENT? FOR EACH ITEM YOU MARKED AS A STRENGTH, PROVIDE A SPECIFIC EXAMPLE. FOR EACH ITEM YOU MARKED AS NEEDING IMPROVEMENT, BRAINSTORM AN ACTION YOU CAN TAKE TO BEGIN IMPROVING IN THAT AREA. USE JOHN'S STORY FROM THE BOOK AS INSPIRATION FOR SPECIFIC AREAS OF FOCUS.

I HAVE A GENUINE DESIRE TO UNDERSTAND MY TEAM'S NEEDS (ASKING QUESTIONS, LISTENING, AND RESPONDING).

IF STRENGTH, LIST AN EXAMPLE; IF NEEDS IMPROVEMENT, LIST AN ACTION ITEM.

I CONSIDER THE IMPACT THE DECISIONS I MAKE HAS ON MY TEAM, AND I ASK FOR INPUT ABOUT THESE DECISIONS.

IF STRENGTH, LIST AN EXAMPLE; IF NEEDS IMPROVEMENT, LIST AN ACTION ITEM.

I PRIORITIZE MY TEAM AS MUCH AS I PRIORITIZE MY MOST IMPORTANT CUSTOMERS/CLIENTS.

IF STRENGTH, LIST AN EXAMPLE; IF NEEDS IMPROVEMENT, LIST AN ACTION ITEM.

I AM WILLING TO GET MY HANDS DIRTY WITH THE TEAM VERSUS JUST TELLING THEM WHAT TO DO.

IF STRENGTH, LIST AN EXAMPLE; IF NEEDS IMPROVEMENT, LIST AN ACTION ITEM.

MY TEAM BELIEVES I HAVE THEIR BACK AND WILL ADVOCATE FOR THEIR NEEDS, CONCERNS, AND IDEAS.

IF STRENGTH, LIST AN EXAMPLE; IF NEEDS IMPROVEMENT, LIST AN ACTION ITEM.

I AM COMMITTED TO HELPING MY TEAM DEVELOP AND GROW.

IF STRENGTH, LIST AN EXAMPLE; IF NEEDS IMPROVEMENT, LIST AN ACTION ITEM.

Bonus Action: Get Another Perspective

YOUR ANSWERS TO THE QUESTIONS ABOVE REQUIRE A CERTAIN LEVEL OF SELF-AWARENESS. NOT SURE IF YOUR ANSWERS ARE ACCURATE? ASK TWO PEOPLE ON YOUR TEAM TO ANSWER THESE SAME QUESTIONS ABOUT YOU AND PROVIDE SPECIFIC EXAMPLES AND SUGGESTED ACTION ITEMS.

Step 1: Solicit Feedback

SHARE THE FOLLOWING WORKSHEET WITH TWO COLLEAGUES:

WORKSHEET

Step 2: Compare

HOW DO YOUR COLLEAGUES' RESPONSES DIFFER FROM YOUR OWN?

CAN YOU IDENTIFY CLEAR TRENDS OR AREAS FOR GROWTH BASED ON YOUR COLLEAGUES' RESPONSES?

WHAT ACTIONS WILL YOU TAKE TO ACT ON YOUR COLLEAGUES' FEEDBACK?

DAY 15

Listen for the Heart Message

Practice Empathy Hacks

Make a list of some situations and people you could practice more empathy with. Many leaders want to express care for their people, but they aren't sure what to say. To help with this, I developed some empathy hacks, which are things you can say when you don't know what to say. Take a look at the list below and imagine how you might use one of these in the specific situation you just identified.

- "That sounds really hard."
- "I'm in your corner."
- "I am not sure what to say, but I am so glad you told me."
- "What has this been like for you?"
- "I can appreciate how challenging this must be."
- "I hear you."
- "I can relate to that feeling. How can I help?"

Situation	Empathy Hack to Use	How I Might Use It

04

RELATIONSHIP
MANAGEMENT

Part Four

BUILDING TRUST
DAY 16
Leaders Go First

Accountability Audit

ANSWER THE FOLLOWING QUESTIONS. RATE YOURSELF ON A SCALE OF 1 TO 5 FOR EACH QUESTION (5 BEING THE HIGHEST).

Step 1: Self-Assessment

HOW WOULD YOUR TEAM RATE THEIR ABILITY TO TRUST YOU AS THEIR LEADER? CONSIDER CURRENT LEVELS OF ENGAGEMENT, PERFORMANCE, AND RETENTION WHEN YOU ANSWER.

HOW SAFE DOES YOUR TEAM FEEL DISCUSSING ISSUES AND CHALLENGES WITH YOU?

WHEN YOU MAKE A MISTAKE, IS YOUR TENDENCY TO TAKE ACCOUNTABILITY OR BLAME OTHERS?

WHEN YOU WANT TO CHANGE SOMETHING IN YOUR TEAM, HOW WILLING ARE YOU TO GO FIRST?

TOTAL

Evaluating Your Rating

Total Score: 4–8

Needs improvement. You have the opportunity for intentional focus.

Total Score: 9–15

Good understanding. You have the opportunity for increased mastery.

Total Score: 16–20

Strong mastery. You have the opportunity to continue to level up.

BASED ON YOUR RATINGS, WHAT ARE ACTIONS YOU CAN TAKE TO BUILD GREATER LEVELS OF TRUST ON YOUR TEAM?

Step 2: Action Plan for Building Trust

REFLECT ON YOUR RATINGS AND ANSWER THE FOLLOWING:

WHAT AREAS OF TRUST DO YOU NEED TO IMPROVE THE MOST?

WHAT SPECIFIC ACTIONS CAN YOU TAKE TO BUILD GREATER TRUST WITH YOUR TEAM?

WHAT IS ONE COMMITMENT YOU CAN MAKE THIS WEEK TO STRENGTHEN TRUST?

Bonus Action: BRAVING Rating

Step 1: Watch Brené Brown's Video

WATCH BRENÉ BROWN'S VIDEO "THE ANATOMY OF TRUST." FIND THE VIDEO HERE:

["THE ANATOMY OF TRUST" VIDEO](#)

Step 2: Self-Assessment

BRENÉ BROWN USES THE ACRONYM "BRAVING" TO DESCRIBE SEVEN CHARACTERISTICS OF TRUST. RATE YOURSELF ON A SCALE OF 1 TO 5 FOR EACH BRAVING CHARACTERISTIC (5 BEING THE HIGHEST). IDENTIFY AN ACTION YOU CAN TAKE IN EACH AREA TO BRING YOUR SCORE UP.

BOUNDARIES

DEFINITION: *Do I set and respect boundaries for myself and others?*

RATING:

WHAT IS ONE ACTION I CAN TAKE TO IMPROVE IN THIS AREA?

RELIABILITY

DEFINITION: Do I do what I say I will do consistently?

RATING:

WHAT IS ONE ACTION I CAN TAKE TO IMPROVE IN THIS AREA?

ACCOUNTABILITY

DEFINITION: Do I own my mistakes and make amends when necessary?

RATING:

WHAT IS ONE ACTION I CAN TAKE TO IMPROVE IN THIS AREA?

VAULT

DEFINITION: Do I keep confidences and not share what isn't mine to share?

RATING:

WHAT IS ONE ACTION I CAN TAKE TO IMPROVE IN THIS AREA?

INTEGRITY

DEFINITION: Do I choose courage over comfort and practice my values, not just profess them?

RATING:

WHAT IS ONE ACTION I CAN TAKE TO IMPROVE IN THIS AREA?

NONJUDGMENT

DEFINITION: *Do I ask for help and allow others to do the same without fear of judgment?*

RATING:

WHAT IS ONE ACTION I CAN TAKE TO IMPROVE IN THIS AREA?

GENEROSITY

DEFINITION: *Do I extend the most generous interpretation to the intentions, words, and actions of others?*

RATING:

WHAT IS ONE ACTION I CAN TAKE TO IMPROVE IN THIS AREA?

DAY 17

The Power of Influence

Influence Presentation

Step 1: Identify Your Initiative

IDENTIFY A DECISION OR INITIATIVE WHERE YOU NEED THE SUPPORT OF OTHERS TO BE SUCCESSFUL. YOU MIGHT PRACTICE WITH SOMETHING THAT ONLY NEEDS THE SUPPORT OF ONE OR TWO OTHER PEOPLE.

WHAT DECISION OR INITIATIVE DO YOU NEED SUPPORT FOR? WHO NEEDS TO SUPPORT THIS INITIATIVE FOR IT TO BE SUCCESSFUL?

Step 2: Clarify Your Vision

DO YOU HAVE A CLEAR VISION FOR THE OUTCOME OF THE INITIATIVE? IF NOT, GET CLEAR ABOUT THE OBJECTIVE AND BENEFIT.

Step 3: Understand Your Audience

MAKE A LIST OF WHO YOU WANT TO INFLUENCE, WHAT THEY VALUE, AND WHAT CONCERNS THEY MAY HAVE. IF YOU ARE NOT SURE, SEEK OUT THAT INFORMATION AND CREATE A MORE CUSTOMIZED COMMUNICATION STRATEGY. LEAVE SPACE FOR INTERACTIONS AND QUESTIONS.

Who do you need to influence?	What do they value?	What concerns do they have?

CONT'D ON NEXT PAGE

Who do you need to influence?	What do they value?	What concerns do they have?

Step 4: Practice

PRACTICE YOUR PRESENTATION WITH A COLLEAGUE FIRST TO GET INITIAL FEEDBACK. MAKE ANY NECESSARY CHANGES.

Step 5: Present Your Initiative to Your Team or Client

Step 6: Reflect and Refine Your Approach

WERE PEOPLE ENGAGED? HOW WOULD YOU CHANGE YOUR APPROACH IN THE FUTURE?

DAY 18

Building Relational Equity

Relational Equity Exercise

Step 1: Plan

CHOOSE SOMEONE WHO YOU WOULD LIKE TO HAVE A BETTER RELATIONSHIP AND GREATER INFLUENCE WITH. TAKE TEN TO FIFTEEN MINUTES TO ANSWER THESE QUESTIONS ON YOUR OWN.

WHO IS SOMEONE WHO YOU WOULD LIKE TO HAVE A BETTER RELATIONSHIP AND GREATER INFLUENCE WITH?

WHAT DO YOU BELIEVE IS IMPORTANT TO THIS PERSON IN WORKING TOGETHER?

WHAT DO YOU BELIEVE THEIR STRESSORS/TRIGGERS ARE?

WHAT DO YOU BELIEVE THEIR VISION/GOAL IS?

Step 2: Meet

SET UP A SHORT MEETING WITH THE PERSON YOU CHOSE AND ASK THEM THE SAME QUESTIONS.

WHAT IS IMPORTANT TO THIS PERSON IN WORKING TOGETHER?

WHAT ARE THEIR STRESSORS/TRIGGERS?

WHAT IS THEIR VISION/GOAL?

Step 3: Compare and Evaluate

HOW DO YOUR ANSWERS COMPARE TO THEIRS?

WHAT NEW INSIGHTS DID YOU GAIN?

WHAT ARE A COUPLE OF NEW ACTIONS YOU CAN TAKE TO INCREASE YOUR RELATIONAL EQUITY WITH THIS PERSON?

Step 4: Take Action

IMPLEMENT THE ACTIONS YOU BRAINSTORMED IN STEP 3.

AFTER IMPLEMENTING THESE ACTIONS, DO YOU NOTICE ANY POSITIVE CHANGES IN YOUR RELATIONSHIP?

DAY 19

Make a Connection

CHOOSE ONE OR BOTH OF THE FOLLOWING OPTIONS.

On Common Ground Individual Exercise

Identify the person on your team who is the most different from you, someone you do not have a strong natural connection with, or both. Invite the person you choose out to lunch with the intention of getting to know them better and discovering some things you have in common. This will involve asking them questions about themselves and making connections about things you value (for example, maybe you both have a similar hobby, like the same sports team, or grew up in the same area).

TO BE COMPLETED AFTER YOUR LUNCH WITH YOUR TEAM MEMBER.

WHAT DID YOU LEARN THAT SURPRISED YOU?

WHAT IS ONE WAY YOU CAN STRENGTHEN YOUR WORKING RELATIONSHIP MOVING FORWARD?

On Common Ground Individual Exercise

At the start of your next team meeting, ask each team member to pair up with someone they don't know well. Give each pair ten minutes to make a list of as many things they have in common as possible. Make it a competition! When the time is up, have each group share their list with the group. Typically, this leads to a lot of laughter and fun discoveries about what people have in common despite their apparent differences. It creates a sense of bonding and helps your team develop interpersonal effectiveness by asking good questions.

DAY 20

Slower Is Faster

Plan a Change Strategy

IDENTIFY A CHANGE THAT YOU WANT TO IMPLEMENT WELL AND BEGIN TO MAKE A PLAN TO IMPLEMENT THAT CHANGE.

Step 1: Choose Your Change

WHAT IS A CHANGE YOU WOULD LIKE TO IMPLEMENT?



FROM THE BOOK

My favorite framework for change is Kotter's change model. Here are his eight steps for creating a clear change strategy:

1. Create a sense of urgency.
2. Build a guiding coalition.
3. Form a strategic vision and initiatives.
4. Enlist a volunteer army.
5. Enable action by removing barriers.
6. Generate short-term wins.
7. Sustain acceleration.
8. Institute change.

— From *8 Steps to Accelerate Change in Your Organization* (Kotter, 2018)

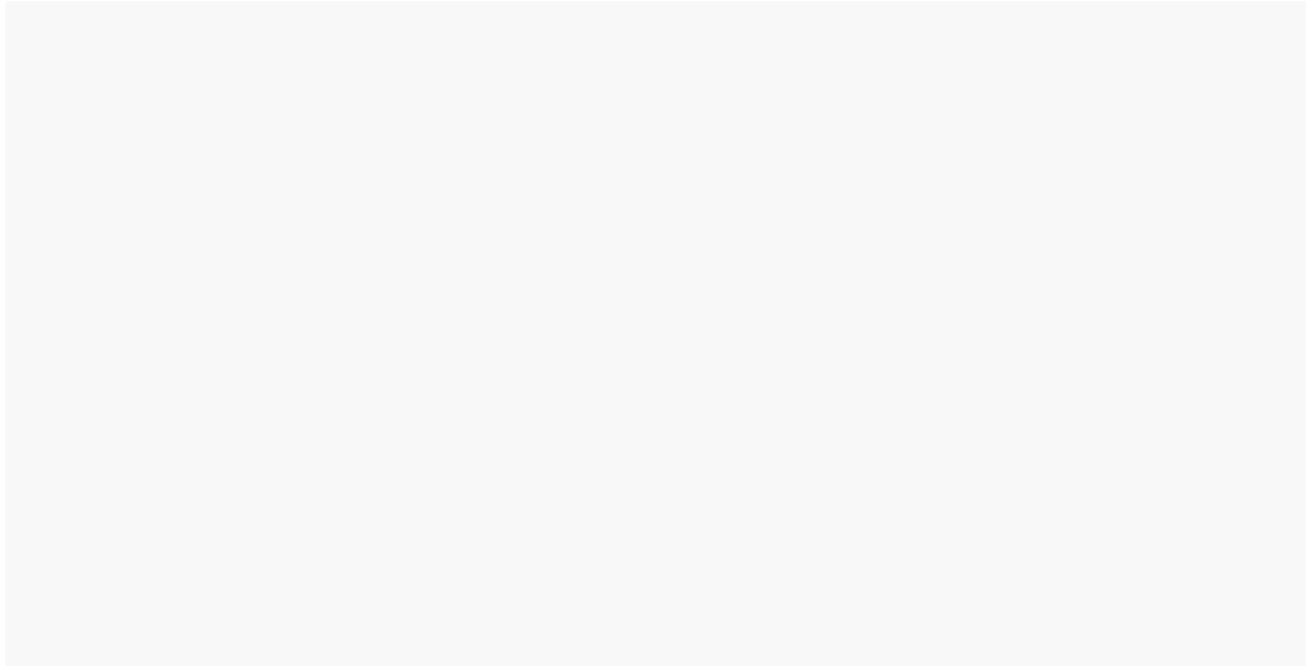
Let's dive deeper into what each of these steps entails.

- 1. Create a sense of urgency.**
 - Determine your why, the benefits, and the loss of opportunity that would come with not making the change.
- 2. Build a guiding coalition.**
 - Connect with those who have influence and are going to be most affected by the change; get their feedback.
- 3. Form a strategic vision and initiatives.**
 - Create a clear vision of the future the change is going to create.
- 4. Enlist a volunteer army.**
 - Engage those from your guiding coalition to help promote and implement the change.
- 5. Enable action by removing barriers.**
 - Support the change by ensuring that processes and resources support the change.
- 6. Generate short-term wins.**
 - Don't wait until the change is complete; celebrate and reward milestones along the way
- 7. Sustain acceleration.**
 - Evaluate the effectiveness of the change; get feedback and make tweaks where needed.
- 8. Institute change.**
 - Communicate connections between the changes and results. Ensure leaders are consistently implementing change across teams and that the organization's systems and structures can sustain the change.

Step 2: Implement Kotter's Change Model

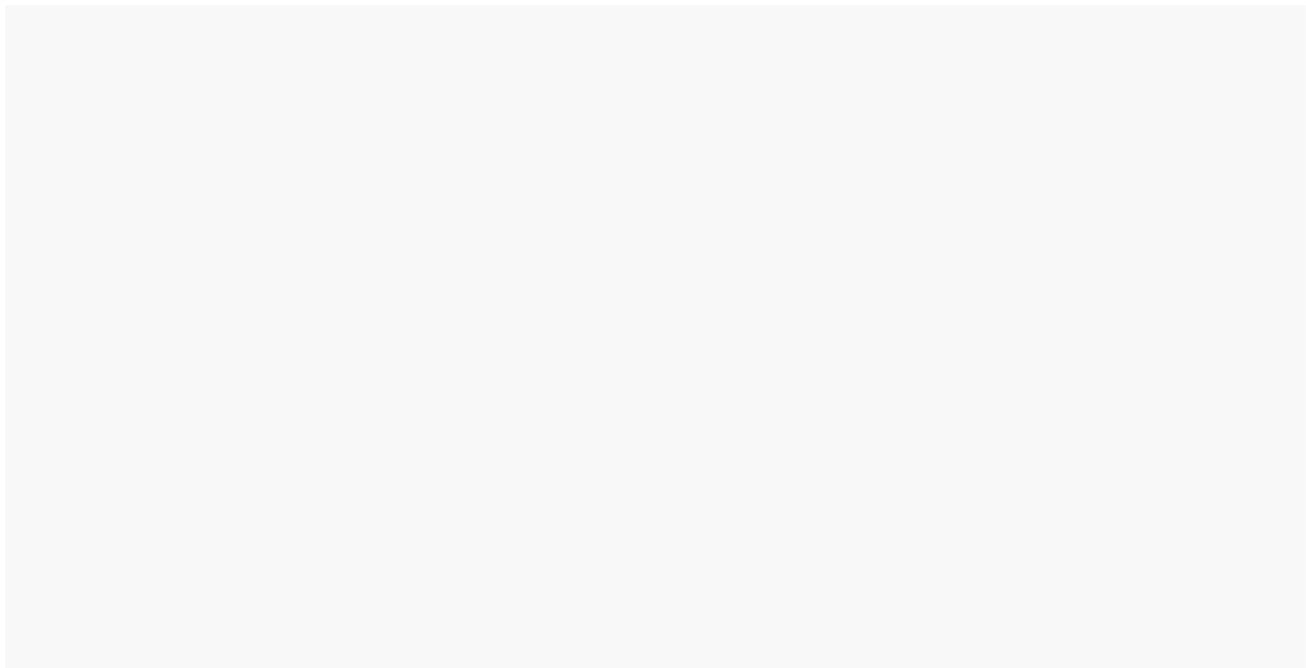
1. CREATE A SENSE OF URGENCY:

- *WHY DO YOU WANT/NEED TO MAKE THIS CHANGE*
- *WHAT ARE THE BENEFITS OF MAKING THIS CHANGE?*
- *WHAT OPPORTUNITY WOULD BE LOST IF YOU DID NOT MAKE THIS CHANGE?*



2. BUILD A GUIDING COALITION:

- *WHO ARE THE KEY INFLUENCERS AND DECISION-MAKERS?*
- *WHO WILL BE MOST AFFECTED BY THIS CHANGE?*
- *HOW WILL YOU GAIN THEIR SUPPORT AND FEEDBACK?*



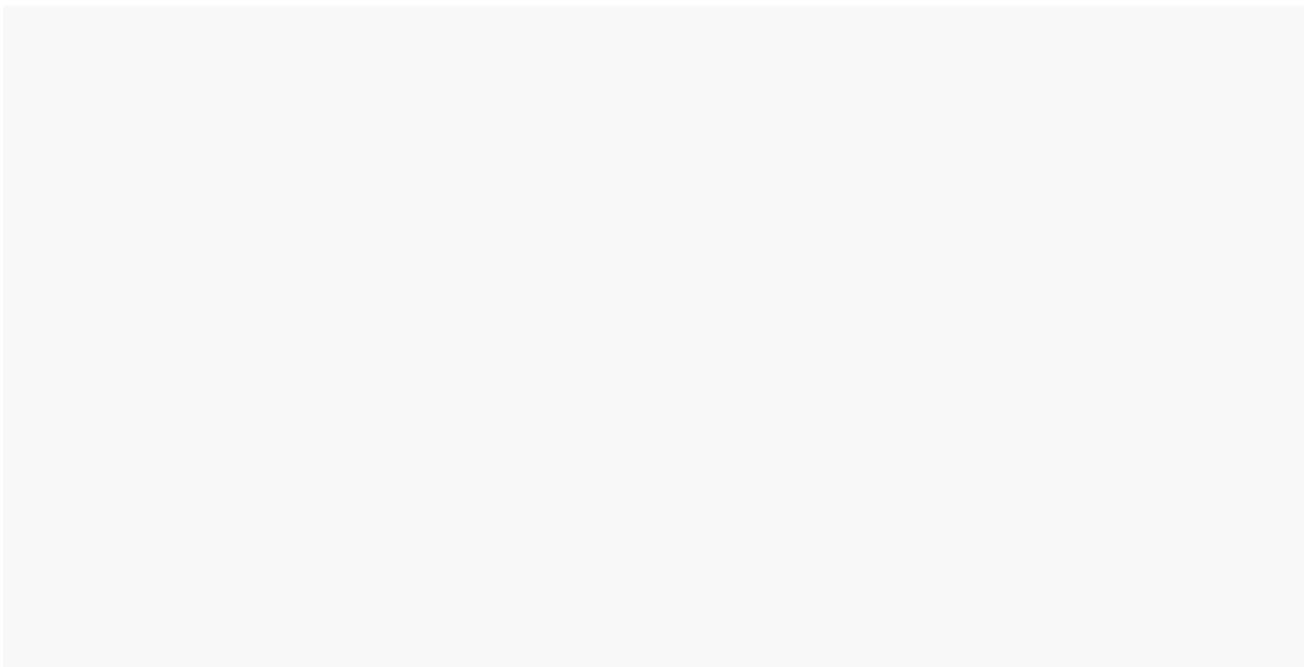
3. FORM A STRATEGIC VISION AND INITIATIVES:

- **WHAT WILL THE FUTURE LOOK LIKE AFTER YOU MAKE THIS CHANGE?**
- **HOW WILL THIS CHANGE ALIGN WITH YOUR BROADER GOALS?**
- **WHAT STEPS WILL BRING THIS VISION TO LIFE?**



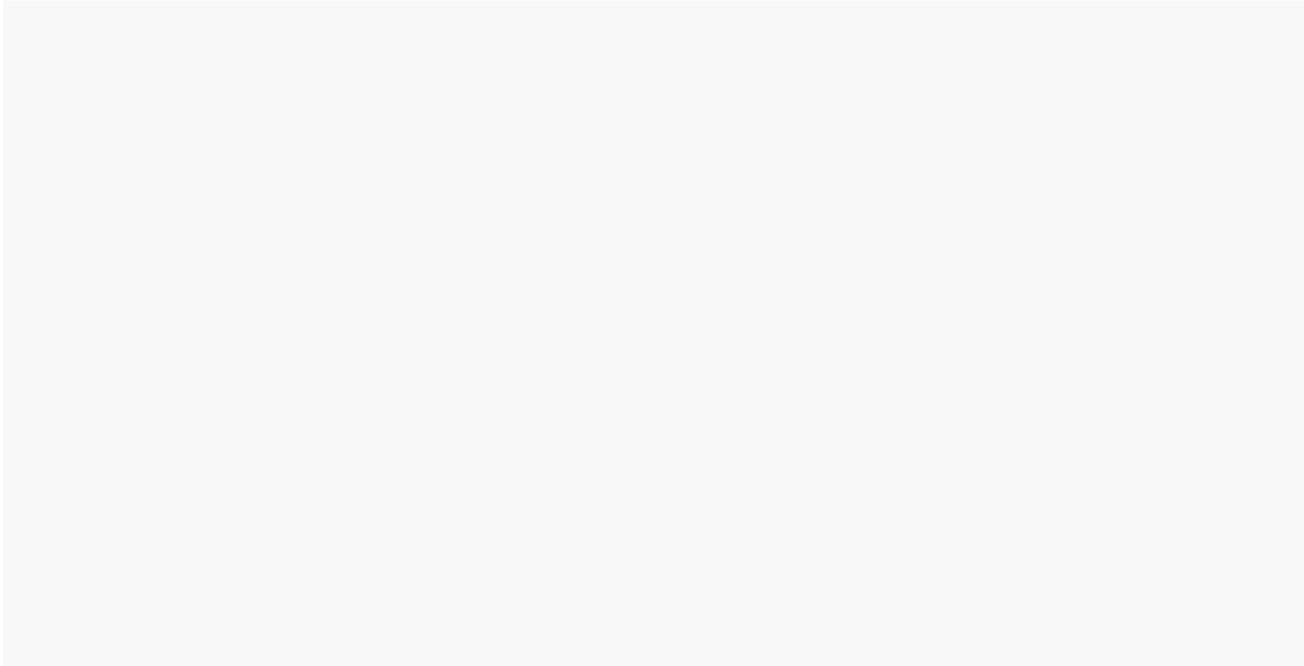
4. ENLIST A VOLUNTEER ARMY:

- **WHO CAN HELP ADVOCATE FOR THIS CHANGE?**
- **HOW WILL YOU ENGAGE AND MOTIVATE THEM?**



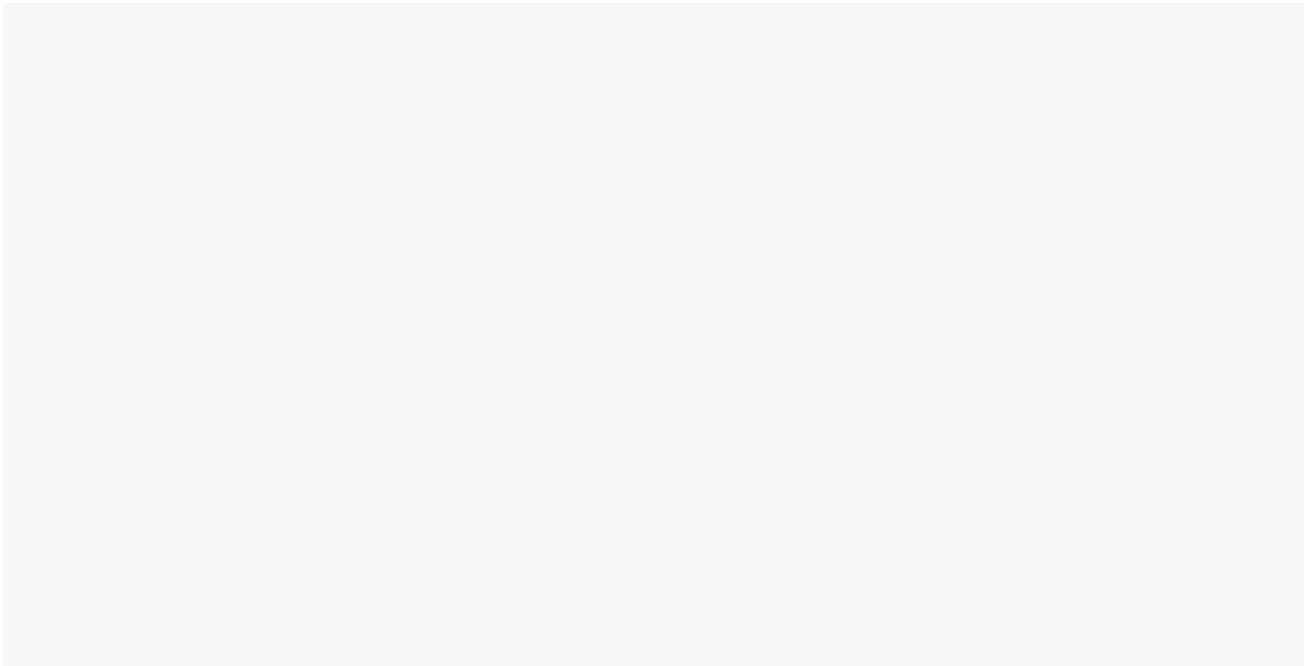
5. ENABLE ACTION BY REMOVING BARRIERS:

- **WHAT OBSTACLES COULD PREVENT SUCCESS?**
- **HOW CAN YOU REMOVE OR REDUCE THESE BARRIERS?**



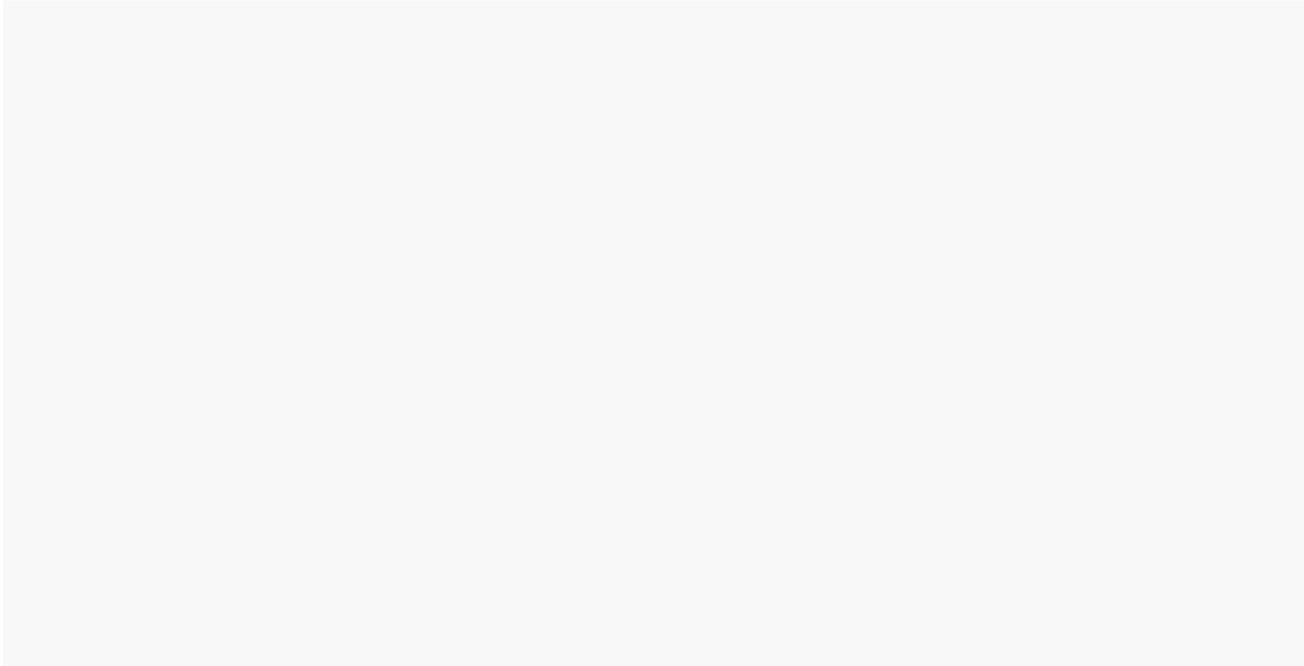
6. GENERATE SHORT-TERM WINS:

- **WHAT ARE SMALL, ACHIEVABLE MILESTONES ALONG THE WAY?**
- **HOW WILL YOU CELEBRATE THESE WINS?**



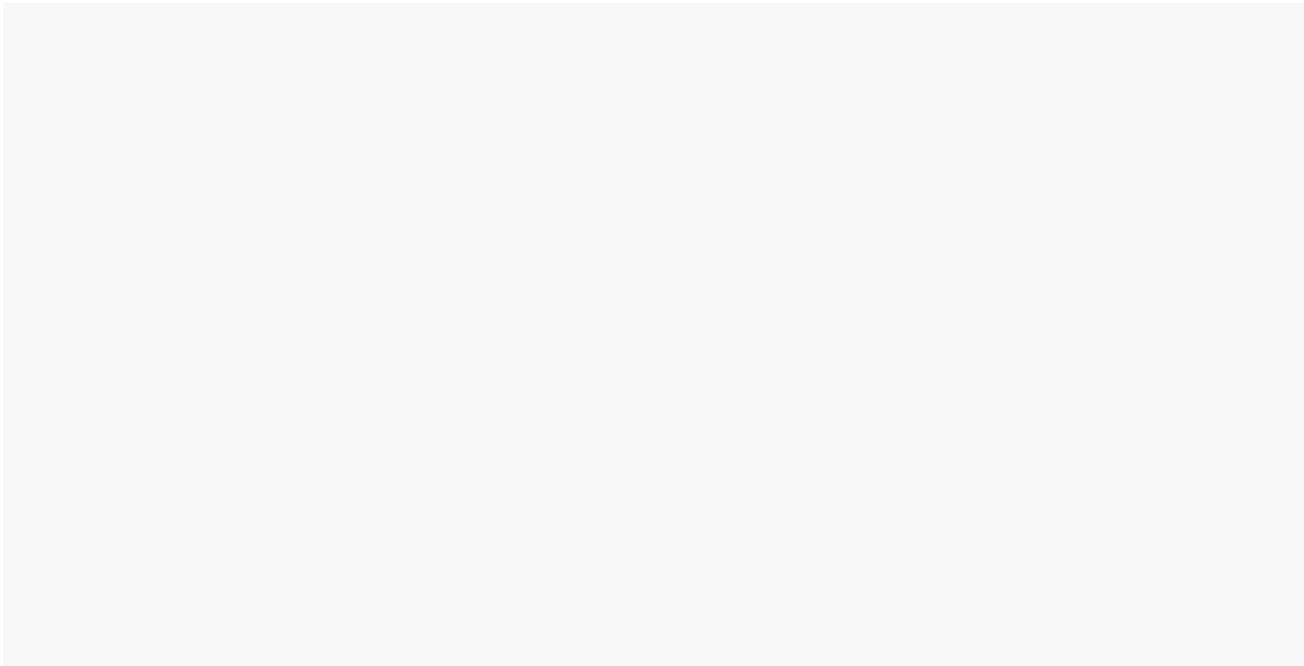
7. SUSTAIN ACCELERATION:

- **HOW WILL YOU TRACK PROGRESS?**
- **WHAT ADJUSTMENTS MIGHT BE NEEDED?**



8. INSTITUTE CHANGE:

- **HOW WILL YOU REINFORCE AND SUSTAIN THIS CHANGE?**
- **HOW WILL YOU ENSURE IT BECOMES PART OF THE ORGANIZATION'S CULTURE?**



DAY 21

Making Relational Pit Stops

Building Bonds Exercise

Step 1: Evaluate Your Challenge

IDENTIFY A CURRENT CHALLENGE YOU ARE HAVING. ANSWER THE FOLLOWING QUESTIONS:

WHAT IS A CHALLENGE YOU ARE CURRENTLY HAVING?

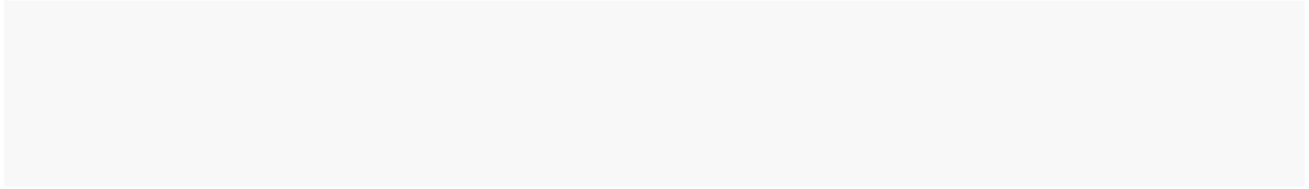
WHO ARE THE KEY PEOPLE INVOLVED IN THE CHALLENGE?

HOW WOULD YOU DESCRIBE THE QUALITY OF THE RELATIONSHIPS YOU HAVE WITH EACH OF THEM?

ARE THESE RELATIONSHIPS NURTURED AND MAINTAINED ON AN ONGOING BASIS OR ONLY WHEN YOU NEED SOMETHING?

CONSIDER GEORGE'S STORY AS AN EXAMPLE. HOW CAN YOU STRENGTHEN YOUR SKILLS IN BUILDING BONDS?

WHAT ARE SOME WAYS YOU CAN SERVE AND HELP OTHERS SUCCEED TO CREATE MUTUALLY BENEFICIAL RELATIONSHIPS?



Step 2: Build Bonds

ONCE YOU HAVE ANSWERED THESE QUESTIONS, SCHEDULE TIME WITH KEY PEOPLE ACROSS DEPARTMENTS AND ROLES. FIND WAYS TO MAINTAIN ONGOING TOUCHPOINTS THROUGHOUT THE YEAR.

DAY 22

The 8-Letter F-Word

CHOOSE ONE OR BOTH OF THE FOLLOWING OPTIONS.

Assess Whether You're Ready to Give Feedback

COMPLETE BRENÉ BROWN'S ENGAGED FEEDBACK CHECKLIST. THIS WILL HELP YOU DETERMINE IF YOU ARE IN THE RIGHT POSTURE AND MINDSET TO BE GIVING FEEDBACK.

[ENGAGED FEEDBACK CHECKLIST \[PDF\]](#)

Create Feedback Ground Rules

CREATE YOUR OWN LIST OF DO'S AND DON'TS WHEN GIVING FEEDBACK. THIS IS A GREAT ACTIVITY TO COLLABORATE WITH YOUR TEAM ON. PRACTICE YOUR NEW GROUND RULES WITH YOUR TEAM. AS THE LEADER, BE THE GENTLE GATEKEEPER OF THE NEW RULES AS PEOPLE LEARN A NEW WAY OF DOING THINGS.

Do's for Giving Feedback	Don'ts for Giving Feedback

DELEGATION

DAY 23

Let It Go

CHOOSE ONE OR BOTH OF THE FOLLOWING OPTIONS.

Quick Fix

IDENTIFY ONE THING THAT COULD BE DELEGATED.

MAKE A CONCRETE PLAN TO DELEGATE THAT ONE THING.

Long Term

LIST THE RESPONSIBILITIES IN YOUR ROLE THAT ARE ESSENTIAL FOR YOU TO MAINTAIN BASED ON YOUR EXPERIENCE AND SKILL SET. (YOU MAY LIST AS MANY OR AS FEW AS YOU NEED TO.)

LIST THE RESPONSIBILITIES IN YOUR ROLE THAT YOU COULD DELEGATE TO OTHERS WITH SOME TRAINING. ASSIGN THE DELEGATED RESPONSIBILITIES TO YOUR VARIOUS TEAM MEMBERS BASED ON CURRENT CAPACITIES, SKILL SETS, AND DESIRED CAREER-DEVELOPMENT GOALS. INVITE YOUR TEAM TO WEIGH IN ON SOME OF THESE DECISIONS TO INSPIRE BUY-IN.

What responsibilities could you delegate with training?	Who could you delegate this responsibility to?

Step 2: Evaluate Staffing Needs

1. ARE ANY NEW HIRES NEEDED?

2. IF NEW HIRES ARE NEEDED, CREATE NEW JOB DESCRIPTIONS FOR THEIR ROLES. FEEL FREE TO BEGIN DRAFTING HERE.

Step 3: Develop a Training & Communication Plan

HOW WILL YOU BEGIN TRAINING OTHERS TO TAKE ON THE RESPONSIBILITIES YOU PLAN TO DELEGATE? MAP OUT A ROUGH SCHEDULE HERE.

HOW WILL YOU COMMUNICATE WITH YOUR TEAM ABOUT THE TASKS AND/OR PROJECTS YOU WILL BE DELEGATING?

HOW WILL YOU EVALUATE YOUR PROGRESS?

Step 4: Evaluate Progress and Make Any Necessary Adjustments

TO BE COMPLETED AFTER THE DELEGATION TRANSITION IS SIGNIFICANTLY UNDERWAY.

WHAT'S WORKING WELL? WHAT BENEFITS TO DELEGATION ARE YOU NOTICING SO FAR?

WHAT NEEDS IMPROVEMENT? HOW WILL YOU MAKE DELEGATION WORK BETTER FOR YOUR NEEDS?

Step 5: Celebrate!

AS A REWARD FOR LETTING GO AND DELEGATING, PLAN A VACATION TO CELEBRATE YOUR TEAM BEING EMPOWERED TO RUN THINGS WITHOUT YOU!

DAY 24

The Coaching Advantage

Create a Coaching Session Plan

CHOOSE A SPECIFIC PERSON TO COACH. PEOPLE GENERALLY NEED COACHING FOR ONE OF THREE REASONS: (1) TO IMPROVE PERFORMANCE, (2) TO LEARN A NEW ROLE, OR (3) TO GUIDE THEIR CAREER PATH/PROMOTION POTENTIAL. IF YOU HAVE SEVERAL PEOPLE WHO NEED COACHING, CHOOSE THE ONE WHO YOU COULD IMPACT THE MOST.

WHO WILL YOU COACH?

CHOOSE THE AREAS OF FOCUS FOR COACHING WITH THE PERSON YOU'VE SELECTED.

- TECHNICAL (DOING THE JOB WELL)
- INTERPERSONAL (WORKING EFFECTIVELY WITH THE TEAM AND CLIENTS)
- LEADERSHIP (CREATING ENGAGEMENT, PERFORMANCE, AND RETENTION)
- BUSINESS DEVELOPMENT (DEVELOPING A CLIENT NETWORK AND BRINGING IN WORK)
- CAREER DEVELOPMENT (PLANNING FOR GROWTH AND PROMOTION)
- WORK/LIFE INTEGRATION (MANAGING TIME AND STRESS LEVELS)
- OTHER (ANY INDUSTRY-SPECIFIC AREAS OF FOCUS)

WHAT WILL YOUR AREA(S) OF FOCUS BE FOR THIS COACHING?

PLAN YOUR COACHING SESSION USING THE FOUR DS OF APPRECIATIVE INQUIRY, A SERIES OF FOUR CLARIFYING QUESTIONS. THEY WILL PROVIDE STRUCTURE FOR YOUR SESSIONS AND GIVE YOU PLENTY TO TALK ABOUT AND FOLLOW UP ON. YOU CAN USE THESE AS IS OR TWEAK THEM TO FIT YOUR SITUATION. CONCENTRATE ON THE AREA OF FOCUS YOU SELECTED IN STEP 2.

WILL YOU GUIDE YOUR COACHEE THROUGH THE FOUR DS AS IS, OR WILL YOU TWEAK THEM TO FIT YOUR SITUATION? AS A REMINDER, THE FOUR DS ARE THE FOLLOWING:

- **DISCOVERY: WHERE ARE YOU CURRENTLY STRONG IN THIS AREA?**
- **DREAM: IF YOU WERE OPERATING AT YOUR FULL POTENTIAL IN THIS AREA, WHAT WOULD THAT LOOK LIKE?**
- **DESIGN: WHAT IDEAS DO YOU HAVE FOR HOW TO REACH YOUR FULL POTENTIAL?**
- **DELIVERY: WHAT ACTIONS WOULD YOU LIKE TO TAKE BETWEEN NOW AND THE NEXT TIME WE MEET?**

IF YOU PLAN TO TWEAK THE FOUR DS FOR YOUR SITUATION, WRITE DOWN HOW YOU PLAN TO UPDATE THEM.

LAST, DECIDE ON HOW MANY COACHING SESSIONS YOU WILL HAVE AND SCHEDULE A REGULAR CADENCE FOR SESSIONS. ONCE OR TWICE A MONTH IS TYPICALLY HELPFUL, AND THIS CADENCE CAN BE MODIFIED AS NEEDED.

HOW MANY COACHING SESSIONS WILL YOU INITIALLY PLAN FOR?

YOU CAN USE THE FOUR DS EACH TIME YOU MEET TO DISCUSS PROGRESS AND FOLLOW UP ON GOALS.

DAY 25

The Power of Quiet Strength

Team Needs and Actions Exercise

Step 1: Gather Team Feedback

GET FEEDBACK FROM YOUR TEAM ABOUT THEIR NEEDS.

WHAT AM I DOING WELL THAT YOU WOULD LIKE ME TO CONTINUE DOING AS A LEADER?

WHAT ARE SOME THINGS I COULD DO MORE?

Step 2: Create an Action Plan

BASED ON YOUR TEAM'S FEEDBACK, PLAN THE ACTIONS YOU WILL TAKE TO ADDRESS THEIR NEEDS. USE THIS TABLE TO TRACK YOUR PROGRESS.

Team Need	Action to Take	Status
<i>Example: More transparent communication</i>	<i>Hold weekly check-ins to provide updates</i>	

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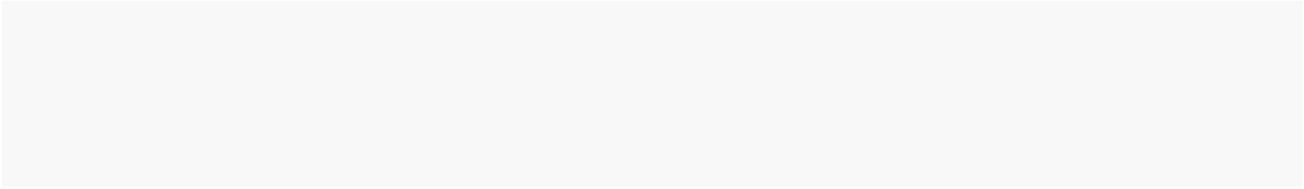
Team Need	Action to Take	Status

Step 3: Reflect

HAVE THESE CHANGES AFFECTED YOUR TEAM'S PERFORMANCE, ENGAGEMENT, OR BOTH?

HOW DO YOU PLAN TO KEEP PROGRESSING IN THESE AREAS?

HAVE YOU RECEIVED ANY ADDITIONAL FEEDBACK FROM YOUR TEAM THAT YOU'D LIKE TO TAKE ACTION ON? IF SO, WHAT ACTION DOES IT INSPIRE?



DAY 26

The Power of the Ps

Communication Game Plan

CHOOSE A PERSON YOU WOULD LIKE TO COMMUNICATE WITH MORE EFFECTIVELY. THIS COULD BE SOMEONE IN YOUR ORGANIZATION OR TEAM, OR IT COULD BE A CLIENT.

WHO IS ONE PERSON YOU WOULD LIKE TO COMMUNICATE WITH MORE EFFECTIVELY?

ASSESS WHICH OF THE THREE CORE MOTIVES APPLIES TO THAT PERSON: PEOPLE, PERFORMANCE, OR PROCESS.



FROM THE BOOK

In a nutshell, those who have a **people orientation** are interested in how their words and actions will impact people and prefer communication that is relational and tells a story. Those with a **performance orientation** are driven to get things done and want bulleted big-picture communication focused on results. Those with a **process orientation** want to get things right and prefer communication with lots of details.

WHICH OF THE THREE CORE MOTIVES APPLIES TO THIS PERSON: PEOPLE, PERFORMANCE, OR PROCESS?

BASED ON THE PERSON'S MOTIVES, PLAN YOUR NEXT INTERACTION WITH THEM.

- **PEOPLE:** MAKE A PERSONAL CONNECTION BEFORE DISCUSSING WORK, SHOW APPRECIATION FOR SOMETHING SPECIFIC THEY'VE DONE, AND CONNECT YOUR PROPOSED IDEAS WITH THEIR BENEFIT TO PEOPLE.
- **PERFORMANCE:** GET STRAIGHT TO THE POINT, KEEP YOUR COMMUNICATION BRIEF, AND INCLUDE IMPACT AND RESULTS.
- **PROCESS:** SKIP THE SMALL TALK AND FOCUS ON THE STRUCTURE AND DETAILS OF THE TASK AT HAND, DESCRIBE ANY FACTS TO SUPPORT A PARTICULAR DIRECTION, AND GIVE THEM TIME TO THINK IT OVER.

HOW CAN YOU CONSIDER THAT MOTIVE THE NEXT TIME YOU INTERACT WITH THIS PERSON?

DAY 27

It's Not You, It's Me

Learning from Past Conflict

Step 1: Choose a Conflict to Learn From

CHOOSE A PAST CONFLICT AND REFLECT ON THE THREE PRINCIPLES DISCUSSED.

WHAT CONFLICT ARE YOU CHOOSING TO REFLECT ON?

Step 2: Examine Your Past Conflict

PRINCIPLE 1: THE IMPORTANCE OF GETTING EVERYONE IN THE ROOM TOGETHER

Consider...

- Was everyone who was involved in the conflict brought together to work through the conflict?
- Did each person have the opportunity to share their perspective?
- Were assumptions about the other party's actions or words clarified or cleared up?

PRINCIPLE 2: SAFETY

Consider...

- Were people respectful to one another (ex. no name-calling, belittling or dismissive comments, or threats or negative repercussions for bringing things up)?
- Were different ideas discussed without personal attacks?
- Did people listen to one another without interruption, ask for clarification when triggered instead of reacting, and manage their emotions well?

PRINCIPLE 3: A MOMENT OF BROKEN TRUST

Consider...

- Was the initial incident that caused the conflict discussed?
- Was there clarity that highlighted a misunderstanding?
- Were people accountable if they needed to own their parts?

Step 3: Reflect and Move Forward

WHAT WORKED WELL IN THE RESOLUTION PROCESS FOR THIS CONFLICT?

WHAT COULD HAVE BEEN DONE DIFFERENTLY?

HOW CAN YOU APPLY THESE LESSONS TO FUTURE CONFLICTS?

DAY 28

The Importance of Fingerprints

Create a Vision Statement

Step 1: Use the First Two Ds to Brainstorm Your Vision

START WITH THE FIRST TWO DS BY ASKING THE FOLLOWING:

DISCOVERY: WHAT HAS THE ORGANIZATION DONE WELL THAT YOU THINK SHOULD CONTINUE?

DREAM: IF THE ORGANIZATION WERE TO MORE FULLY REALIZE ITS POTENTIAL THIS YEAR, DESCRIBE WHAT THAT WOULD LOOK LIKE.

Step 2: Draft Your Vision Statement

CAPTURE THE THEMES AND THEN CREATE A SHORT VISION STATEMENT.

Example Vision Statements

Coca-Cola: "Refresh the world and make a difference."

JFK: "To put a man on the moon by the end of the decade."

Amazon: "[To be] Earth's most customer-centric company, best employer, and safest place to work."

Step 3: Place Your Vision Statement in a Central Location and Refer to It Often



Hi, I'm Elise.

Elise is a certified emotional intelligence coach, a leadership coach and consultant, and a TEDx speaker. She holds a master's degree in organizational leadership and development. Since 2008, she has supported the development of thousands of leaders across many different industries including the military (working with the US Navy SEALs), medicine, law enforcement, engineering, architecture, wealth management, and city leadership and has helped them get incredible results through their teams.

Elise is the founder of Elise Boggs Consulting, a boutique consulting firm specializing in creating high performance leaders and teams. She resides in sunny San Diego with her husband, daughter, and golden retriever.

————— Want more support? —————

Work with me!

Our team boasts of decades of combined executive-level leadership experience in a variety of industries offering consulting, training, and coaching services. Whatever the challenge or goal, we can help you create a customized strategy to help you achieve your goals quickly! Go to my website for more information:

www.eliseboggs.com