



Over to you QUESTIONS FOR REFLECTION

01 *Character Matters—Hiring for Values*

- What do I value most as a leader? Which behaviors support these values?
- What are the non-negotiable values and behaviors I expect from my team members?
- How do I communicate my organization's values to applicants?

02 *Welcome Aboard—Orientation 101*

- What is our current onboarding process?
- What evidence is there that my organization cares about new employees? Are the new hires' arrival a priority? Do we make recruits feel welcome?
- Is there a process in place to get to know our new team members?

03 *Teach Them Their ABCs—Effective Training*

- Which learning styles do we incorporate in our training program?
- Do we provide new team members with the opportunity to ask questions and extend their training, if necessary? When do we do so?
- How do we ensure new team members are ready to operate independently?
- Do we currently have a process in place to evaluate the quality of our training program? If so, does it include the following questions?
 - What roadblocks have you encountered?
 - What do you wish you had known about the job?
 - Is there an area you wish you had known more about?
 - What could we do differently as an organization?
 - How can we better prepare for future new hires?
 - Who and what was most helpful through your onboarding and training process?

04 *You've Got a Friend in Me—Building Strong Relationships*

- As a leader, what is the quality of my relationship with my team members?
- Thinking about each of my direct reports, how well can I answer the following questions.
 - What does this person need to relax and recharge?
 - How does this person arrive at decisions or reach conclusions?
 - Is this person thorough and methodical in their approach?
 - Does this person shine in group settings, or do they tend to talk only when prompted?
 - Does this person like to be praised publicly, or do they prefer to be acknowledged in private?
 - How does this person respond to change and last-minute requests?

05 *Listening Ears and an Understanding Heart—Emotional Intelligence*

- What generally triggers my emotional reactions?
- How can I ensure I express my emotions appropriately?
- What should I do to show I recognize the feelings of others?
- Do I regularly pay attention to the following:
 - Has there been a change lately in team members' individual performance and behavior?
 - Are some team members more flustered or seem more overwhelmed than usual?
 - Do they sulk or demonstrate hostility through their body language?
 - Are they quick to present a rebuttal?
 - Do I sense disinterest and distraction?
 - What might be the root of these behaviors?

- How often do I ask the following questions of individual team members:
 - Have you ever considered leaving the organization?
 - If so, what prompted it?
 - Did this happen recently?
 - Is your workload manageable and are deadlines realistic?
 - How can I help resolve the recurring issues that are stressing you and causing you to feel overwhelmed?
 - How can I help make your work experience better?

06 *Because I Said So—Setting Expectations*

- How often does my team deliver results that do not meet my expectations?
- What are the skills of those on my team? What are the skills required for the task? Am I matching task to talent?
- What are the resources available to my team? What are the resources required? Am I matching task to resources?
- Do I provide a specific date and time for the completion of tasks?

07 *What Might Be—Casting a Long-Term Vision*

- As an organization and a team, what are we trying to achieve in the five- to ten-year range?
- How do I communicate this long-term vision to my organization? And with what frequency?
- Daily, what do we do to achieve this long-term goal?

08 *Trust in Me—Creating an Environment of Trust*

- How can I better demonstrate my values and priorities through my behaviors?
- How do I hold myself accountable to my team?
- Which responsibilities can I delegate to my team members and show that I trust their judgment?
- How can I share the spotlight with peers or team members?
- Do I tend to say negative things about others?

Questions to Consider When Dealing with a Breach of Trust

- Were there signs I may be trusting this person too quickly? Did I fail to see the writing on the wall?
- Does this breach of trust reflect the character of the individual?
- Does the person demonstrate genuine concern? Do they understand why I am feeling the way I do?
- Is this person willing to change their behavior?
- How can we move on and collaborate in the future?
- Are there new rules I can put in place so we can trust each other once again?

09 *Dispensing Tough Love—Giving Feedback*

- How can I better prepare to give effective feedback?
- What am I afraid of? How will the feedback be received?
- Have I set the correct expectations in the first place?
- What is the behavior I am trying to correct?
- What are the facts I can rely on?
- How does this behavior affect the team and the organization?
- What will happen if I don't deliver the feedback?

Question to Ask After Delivering Feedback

- Did I provide the team member an opportunity to express their point of view?
- Given the opportunity, how could the team member deal with the situation differently?
- Did I encourage the team member to offer a resolution or a course of action?
- What follow up do we need? Did I set a timeline or due date?

10 *A Gold Star for You!—Rewards and Recognition*

- What process do I currently have in place to provide rewards and recognition to my team?
- How can I ensure recognition is focused on both efforts and results?
- Which behaviors do I hope to see become second nature in the organization?
- How do my individual team members respond to rewards and recognition? Do I know their personal preference when it comes to being recognized?

11 *Can You Hear Me Now?—Effective Communication*

- What are my specific communication protocols to reach different individuals or groups within the company? (e.g., in-person communication, meeting, memo, one-on-one, town hall, podcast, voice mail?)
- For each group I work with, which method of communication would be most effective? (e.g., in-person communication, meeting, memo, one-on-one, town hall, podcast, voice mail . . .)
- Is there an opportunity for me to create an information hub? Who would be the team members assigned to communicating information across the organization?
- What can I do to improve the effectiveness of meetings? (e.g., purpose, attendees, time, agenda)
- Which meetings can I move from a meeting room to a walking meeting?
- What mechanisms have I put in place to let the flow of information come back to me?
- How will I make myself more approachable and accessible?
- How can I be more visible in the operation?
- How frequently should I host office hours during which I am available to my team members?
- How can team members reach me anonymously?
- What is the most effective way for my team to reach me? Have I set a timeline for my responses?
- How frequently should I host team feedback sessions?

12 *Once Upon a Time . . . - Storytelling as a Leadership Practice*

- How often should I use storytelling as a leadership practice?
- Which stories would capture the essence of the values and culture of my organization?
- What changes do I hope to see as a result of sharing these stories?
- What do I need to do to improve my storytelling ability?

13 *I Want to Be Like You—Being a Role Model*

- What are the most important behaviors I can model for my team?
- What are specific moments I can create to model behaviors?
- How can I better model vulnerability?
- What behaviors can I model to new hires to make a lasting first impression?
- How can my team and I call out discrepancies, i.e., saying one thing and doing another?

14 *It's About Time!—Time Management*

- Which repetitive tasks on my list can I bundle together?
- Which task can I break into more manageable assignments?
- How can I decrease distractions and interruptions?
- How can I create a plan of action to fight procrastination?
- How can I prioritize the most important tasks and let go of the less important ones?
- Who are the individuals I can rely on? What task may I be able to delegate to them?
- How will I commit to creating a daily plan of action?
- Weekly, how much time will I dedicate to myself?
- Monthly, how much time will I set aside to address long-term goals?

15 *Where There's a Will, There's a Way—Problem-Solving*

- How can I build an environment where it is safe to voice ideas?
- How often should I host brainstorming and problem-solving sessions?
- How do I communicate that failure is acceptable in the quest for innovation and problem solving?
- How should I celebrate the problem-solving and creative process?

16 *Plays Well with Others—Collaboration*

- How can I make my team aware of each other's skills, strengths, and talents?
- How can I position my leaders to become teachers in their field of expertise?
- What can I do to reward collaboration when I see it?
- Out of the following, which questions should I include in performance reviews when rating a team member?
 - Does this person welcome others' input?
 - Is this person non-judgmental and open-minded?
 - Does this person keep others informed?
 - Does this person support others and provide them with constructive feedback?
 - Does this person prioritize group efforts toward a common goal?
 - Does this person leverage the talents, skills, and abilities of others?
 - Does this person celebrate the achievements of others?

17 *Can't You Just Get Along?—Conflict Management*

- When managing conflict, what do I need to do to ensure the best outcome possible?
- How can I ensure we quickly go from pointing fingers to finding solutions?
- What process can I use to identify common ground?

18 *Navigating the Rapids—Dealing with Crisis Situations*

- When dealing with a crisis, how can I improve my ability to assess the situation?
- What do I need to do to ensure confidence is quickly restored?

19 *Just Keep Learning—Personal Development*

- With what frequency should I dedicate time to growing my skills?
- How frequently do I encourage my team to share their knowledge with me?
- How do I ensure I learn from my mistakes?
- What self-development goals can I set for myself?

20 *Where Do Babies Come From?—Fostering Curiosity*

- To encourage curiosity, how often should I ask my team, "What have you learned lately that you are willing to share?"
- How can I encourage inquisitiveness from my team?
- How can I lead a conversation with questions and encourage my team's input?
- What questions should I ask to spark curiosity?

21 *What a Wonderful World—Diversity*

- How diverse is my current team?
- What changes should we make in our selection process to create a more diverse pool of candidates?
- How can I develop self-awareness and identify my unconscious bias?
- How can I become more purposeful in discussing diversity with my team?
- How can I encourage minority team members to teach others?
- How can I encourage inclusiveness in my organization?

22 *Merci, Maman!—Conclusion*

- What specific behaviors did I learn from my mom?