

**Gagen
MacDonald**
➤
Presents

.....
LET GO & LEAD

LEADERSHIP DISCUSSION GUIDE



**EMPOWERING
OTHERS**



Perspectives from Al Carey
CEO, PepsiCo Americas Beverages

Ideas for Application

In conjunction with the video clips from the conversation with Al at letgoandlead.com, you can use this guide to spark thinking on a leaders' role in:

- The purpose of your organization
- Leading teams
- Removing obstacles
- Managing vs. leading
- Difficult conversations
- Driving accountability
- Sparking innovation
- Building confidence

Instructions

This guide was developed to complement the Let Go & Lead™ interview with Al Carey and encourage learning on the individual, team, and organizational level.

- Use the Questions for Individual Reflection for yourself or as pre-work for your team before they come together for the Group Exercise.
- The Group Exercise can be tailored to the needs of your organization and senior team, but is meant to encourage deep conversation around new ways of thinking about and acting on leadership.

Questions for Individual Reflection

Increasing performance and building pride through the power of purpose.

- How would you describe what your organization does to your family?
- How would you describe the purpose of your organization to them?
- How are you connected to your organization's purpose?

Leaders should serve and not be served.

- How do you define leadership?
- Does that definition put you in "control" or in the "mix"?
- Does having a definition of leadership affect the practice of leadership? How?

People want to be led, not managed.

- How would you describe the people of your organization?
- Are they interested in autonomy, mastery and accountability, or something else?
- How do you support them?

Tough times may be the best times to empower your people.

- What are some good examples of today's successful companies that may have experienced difficult times in the recent past?
- What can we learn from them?

LET GO & LEAD
LEADERSHIP DISCUSSION GUIDE

“What do you think?” are magical words.

- Do you agree that asking others for their inputs, observations or suggestions has a positive effect on them?
- How are you reaching out to your colleagues to help innovatively solve business problems?
- How might you do this more?

Fear is the single biggest enemy of a leader.

- How does fear impact an organization?
- What can be done to eliminate fear and to build relationships and more authentic connections across your organization and in your personal life?

Detaching from the outcome can produce an even greater result.

- Do you relate to Al’s belief that organizations will be most successful if they focus on contributing to their community and to society?
- How does that fit within your belief structure?

Great leaders help people believe in the possibilities.

- How do you prefer to work?
- If you expanded the way you think about your work and approached it in more of a “possibilities driven way” how would that benefit you? Your company? Your community?

Create a simple strategy that everyone can articulate and see themselves in.

- How does an organization benefit if the strategy can be easily communicated by employees?
- Why is listening so important in strategy development?

Group Exercise

Materials Needed: Flip Chart or White Board, Markers, Tape

1. As pre-work, ask your team to watch the Al Carey videos on letgoandlead.com and answer the Questions for Reflection.
2. Open the discussion by asking, “After watching the Al Carey videos, what resonated most with you?” (5-10 minutes)
3. Divide your team into groups of 3 or 4 people. Ask each group to discuss and track their ideas on the flip chart to the question: What do you think of the concept of servant leadership? What are some of the behaviors associated with servant leadership? (15-20 minutes)
4. Ask each group to report out.
5. Turn to the person next to you and discuss as a pair: What stands in the way of servant leadership? Under what conditions would servant leadership be most effective? (10 minutes)
6. Ask each pair to report out the top barrier. (5 minutes)
7. As a large group, brainstorm how we might create the conditions that will promote servant leadership, considering the commitments or changes we can implement to make others aware of our purpose. (10 – 15 minutes)
8. Acknowledge and summarize the brainstorm, then discuss as a group what commitments or changes we can make to make others more aware of our purpose. (5 minutes)
9. Summarize discussion and share next steps.

How to Take This Further

Now that you’ve explored the lessons from Al Carey’s interview from the perspectives of your own personal leadership and your team, take some time to consider what they could mean for your business...

- What purpose does your organization want serve? How does your leadership style reflect this purpose? How are you involving employees? What tools or training do you need to make this a better process?
- How can your organization create new pathways for people to contribute ideas, energy and support around business problems and opportunities? What might stand in the way?
- Does your organization support a “higher purpose”? What would have to change in order to consider the interests of all of its stakeholders, including communities and society?

About Let Go & Lead

letgoandlead.com

Let Go & Lead is an online project to explore leadership in the 21st Century. Maril MacDonald, CEO of Gagen MacDonald, has engaged thought leaders from different walks of life for conversations on what it means to “let go” and lead people to create meaningful, sustainable change. Video highlights from each conversation are posted for you to view and share your comments and perspective.

Most of all, Let Go & Lead is a community. It is a celebration of diversity and a genuine embrace of different points of view in an attempt to come to an unprecedented understanding of how the most powerful ideas come to life within the most complex environments and systems.

About Gagen MacDonald

gagenmacdonald.com

Gagen MacDonald is a firm founded on a big idea: We want to make the world a better place, transforming one company at a time.

Since 51 of the world’s 100 largest economies are corporations (not countries, as one might expect), it’s a worthy pursuit. We help clients find ways to bring their employees’ passions, talents and sense of purpose to bear on the business strategy. Working collaboratively from the corporate office to the front line, we use an organization’s brand, culture, vision and history to motivate and align employees behind accomplishing meaningful and sustainable results.

Want to learn more about how Gagen MacDonald can help develop and align your leadership team to inspire exceptional performance?



Our team has extensive and proven experience helping companies develop leaders, engage employees and build high-performance cultures that support the business strategy. Contact Meg Wheaton for more information on how Gagen MacDonald can help you.

Gagen MacDonald

35 East Wacker Drive
Suite 2350
Chicago, Illinois 60601

Meg Wheaton

P 312 673 7315
E m.wheaton@gagenmac.com