

Gagen
MacDonald
Presents

LET GO & LEAD

LEADERSHIP DISCUSSION GUIDE



CULTIVATING RELATIONSHIPS,
NETWORKS & COMMUNITIES

Perspectives from Leading Urban Thinker
CAROL COLETTA

Ideas for Application

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

- Corporate sustainability and social responsibility
- Corporate reputation and positioning
- Corporate restructurings and organization design
- Vision articulation
- Employee engagement

Instructions

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

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

Questions for Individual Reflection

On Leadership

Leadership is being expressed and exercised outside of the traditional hierarchical structure. Can you think of an example where you've experienced this phenomenon? Why do you believe is this occurring?

On Community

How do you define "community?" What leadership attributes and actions are necessary to build a community?

On Chaotic Alignment

Why has it become so difficult to control things, as we once tried to do? What impact does this have on how we lead?

On Engaging the Younger Generations

What is different about the younger generation currently in the workplace? How will their employers and communities have to change to satisfy and retain them? What cannot be compromised or accommodated?

On Talent Management

What parallels can you make between the "US Initiative" and career development programs at today's corporations?

Group Exercise

1. As pre-work, ask your team to watch the Carol Coletta videos on letgoandlead.com and answer the Questions for Reflection.
2. Open the discussion by asking, *After watching the videos, what resonated most with you?* (5-10 minutes)
3. Take a few moments to think about our team/organization culture today (values, vision, norms, working language, systems, symbols, beliefs and habits). Draw a picture that represents that culture. (5 minutes)
4. Debrief as a group by going around in a circle and asking for each team member to tape their picture to the wall and share why they feel it represents the team/organization culture. (5-10 minutes)
5. Now, to the best of your ability, think about what defined our culture 5-10 years ago. Ask participants to draw another picture. (5 minutes)
6. Debrief in the same way. (5-10 minutes)
7. Turn to the person sitting next to you and discuss the following question: What is our culture today? How is it different from 5-10 years ago? What were the driving forces of those changes? (10 minutes)
8. Finally, think about your ideal organizational culture in the future and draw one more picture. (5 minutes)
9. Debrief in the same way. (5-10 minutes)
10. Discuss as a large group:
 - What kind of leadership will it take to successfully create this new culture?
 - What is different about leadership today compared to the leadership of our culture of 5-10 years ago?
11. Ask each member of your team to take a few moments to think about what actions they can take as individual leaders to create the desired new culture.
12. Ask for volunteers to share their commitment.
13. Summarize the discussion and share next steps.

How to Take This Further

Now that you've explored the lessons from Carol's interview from the perspectives of your own personal leadership and your team, take some time to consider the implications for your business...

- How should your organization approach talent development in ways that build on the values and beliefs of new generations?
- In what ways is your organization holding on to control, and, as a result, preventing true success? What can be done to let go?
- How is leadership currently defined for your organization? How does that definition need to change in order for your company to thrive in today's environment?

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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.

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