

**Gagen
MacDonald**
Presents

.....
LET GO & LEAD

LEADERSHIP DISCUSSION GUIDE



INSPIRING WITH STORIES

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Perspectives from DENISE RAMOS
CEO and President of ITT Corporation

Ideas for Application

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

- Vision articulation
- Strategy articulation and execution
- Corporate culture change
- Employee engagement
- Driving accountability

Instructions

This guide was developed to complement the Let Go & Lead™ interview with Denise Ramos 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 Corporate Culture

Do you agree with Denise's comments that the company DNA deepens with time? Could turbulent or challenging times affect a company's values or change its DNA?

Think about the best boss you ever worked for. What were the individual's values? What did you learn from him/her that you have used in your career?

On The ITT Way

How would you articulate your organization's strategy? What are the key strategic levers for your organization?

On Strategy

Do you agree that there must be an emotional connection to strategy in order for people to advance it? Is your business strategy in line with or in conflict with your company's culture and people?

On Purpose

How would you define "higher purpose?" What is your higher purpose? What is your company's higher purpose? Can people in your company express it?

On The Power of Stories

What do you think is the power of stories? What is it about stories that causes people to respond?

On Creating Ambassadors

What skills and knowledge does an employee need to become an "ambassador?" Why do you need ambassadors? What role can they play in aligning your organization to execute the strategy?

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On Engagement

How do you engage others? What do you look for as a key to establishing a connection with others? Why is connection a precursor for engagement?

On Understanding People's Thought Processes

Do you pay attention to people's thought processes? What do you look for? How is it received by others?

On Accountability

What are you accountable for? Do you involve others in reaching your goals and responsibilities? How?

On Letting Go

What do you need to let go of? What would help you let go?

On Love In Business

Are you passionate about your work? How do you touch the lives of others?

On Control

What standards do you set for yourself? What do you expect from others?

Group Exercise

1. As pre-work, ask your team to watch the Denise Ramos 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. Group discussion: What is strategy? How does it come to life in an organization? (flip chart discussion) (10 minutes)
4. Divide the team into groups of 3-4 people and ask them to answer the following questions (15 minutes):
 - What advice would you offer to someone charged with articulating a strategy?
 - What advice would you offer to someone charged with building support for that strategy?
 - What advice would you offer to someone who needs to gain feedback on the strategy?
5. Ask groups to report out. Consolidate the feedback to create a single list for each of the three questions (10 minutes)
6. On a flip chart, draw a 2x2 matrix. Label one axis "high/low importance" and the other "high/low urgency." Ask each team to place each consolidated list on the matrix. (5 minutes)
7. Once done, ask the participants how the urgent/important ideas could be implemented within your organization.

How to Take This Further

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

- How can leaders in your organization rethink how they engage employees in strategy development?
- What's enabling your employees to engage with the strategy? What's standing in their way?
- How can your organization's values be communicated more effectively? How can they be acted upon more authentically?

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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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