

Gagen
MacDonald
Presents

LET GO & LEAD

LEADERSHIP DISCUSSION GUIDE



FUELING MOMENTUM



Perspectives from Leadership Guru
JAY CONGER

Ideas for Application

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

- Strategy execution
- Driving change
- Communications
- Professional development
- Organizational learning

Instructions

This guide was developed to complement the Let Go & Lead™ interview with Jay Conger 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 Leading vs. Managing Change

How would you add to Jay's definitions of management and leadership? What do you see as the most significant difference? Where do you see yourself and your organization on the spectrum between those roles?

On Charismatic Communication

Think about the most charismatic leader you have come across in your career. How did they communicate? What did you learn that has informed your own leadership?

On Momentum

How do you avoid fatigue/ burn-out and ensure you keep your energy high for your team? What are some ways to stay buoyant and focused on the mission amid challenges and tight deadlines?

On Language

How do you use your gift for language? Do you see it as a skill that must be honed and sharpened over time? Why?

On Letting Go

What skills or knowledge are you looking to develop? Where is the best place for you to seek out that mentorship (senior leaders, your manager, a peer, or perhaps a direct report or friend)? What do you need to let go of to ask them for help?

On Leadership

How often do you take the time to reflect on what you want in life and out of your work? Are you ready to accept all of the responsibility that comes with being an authentic leader?

On Learning

How could you and your team benefit from catalytic learning? What intentional steps would you have to take to translate your learnings into impact?

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Group Exercise

Materials Needed: Flip Chart or White Board, Markers, Colored Stickers (dots or stars), Tape

1. As pre-work, ask your team to watch the Jay Conger 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: How did Jay define catalytic learning? Do we encourage that at an organizational level? At a team level? (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 enables catalytic learning at our organization?
 - What do we need to do to create opportunities and provide each team member with the power they need to implement changes once they learn something valuable? What gets in the way?
 - Group Discussion: In what specific areas and ways would our team benefit from catalytic learning (task, structure, work process, etc.)?
5. Ask groups to report out. (10 minutes)
6. Give each participant three dots (one green, one red, one yellow or gold) – ask them to walk around the room to the small groups' flip charts and put the green sticker by their favorite idea, the yellow sticker next to their second favorite idea, and the red sticker by anything that they have a concern about. They do not have to use all three stickers if they do not want to. (5 minutes)
7. Once the group is done, identify what ideas have the most stickers and discuss how your team might take some next steps towards implementation.

How to Take This Further

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

- In what ways do leaders in your organization need to rethink how they drive and communicate the strategy and communicate in a way that will maintain momentum and avoid fatigue? What organizational enablers and barriers are present? How can you capitalize on the enablers and remove the barriers?
- How can your organization create an environment that engages employees who want to be leaders and those that would rather not? What impact would that have on your performance and development process?
- Does your organization view communication as a leadership competency? How would you describe the level of "charismatic" and authentic communications? Where should it be? What needs to be done to close the gap?

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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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