

Gagen
MacDonald
Presents

LET GO & LEAD

LEADERSHIP DISCUSSION GUIDE



CULTIVATING RELATIONSHIPS,
NETWORKS & COMMUNITY

Perspectives from Patricia Harrison
President and CEO of CORPORATION FOR
PUBLIC BROADCASTING

Ideas for Application

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

- Organizational mission and purpose
- Resiliency in the workplace
- Listening
- Storytelling as a way to bring communities together
- Diversity and openness to divergent views
- Using technology

Instructions

This guide was developed to complement the Let Go & Lead™ interview with Patricia Harrison 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 Mission and Purpose

It has been said that fulfillment comes through meaningful work. At the end of the day when you look back on how you spent your time, what makes you feel good about your job or your personal life?

On Communities

Think about all of the communities you consider yourself a member of, what are the social catalysts that brought those people together? What keeps them together?

On Leadership

In what areas of your life do you define your role as the leader? What are the sacrifices you make (or costs) to play that role well?

On The Importance of Strong-Minded Team Members

Do you consider yourself a “strong-minded” team member? What are your strengths? Where could you improve?

On Storytelling

What makes a story memorable to you? What behaviors do you see in the storyteller? What behaviors do you see in yourself as the listener?

On Creating Dialogue

What are some of the major life lessons you've learned when you've opened yourself up to diverse points-of-view?

On Confident Leadership

How does a confident leader show up? In what ways do you feel you demonstrate confidence as a leader? In what ways might you improve?

On What it Means to Let Go and Lead

How does the leader determine what to let go of, and what to hold on to? What are the most difficult things for you to let go of as a leader?

On Renewing Your Strength

Resiliency and strength is incredibly important in today's tumultuous business environment. How do you restore and take care of yourself on a physical, intellectual, emotional and/or spiritual level? How do you encourage your team members to do the same?

On Using New Technology to Build Communities beyond Borders

Technology is essential to getting work done. How has technology changed the way you approach your mission or purpose?

Group Exercise

Materials Needed: Flip Chart/White Board or Notebooks, Pens/Markers

1. As pre-work, ask the team to watch the Patricia Harrison videos and answer the Questions for Reflection.
2. Open the discussion by asking, *"After watching the videos, which ideas, concepts or explanations resonate the most with you?"* (10 minutes)
3. Divide the team into two groups. Ask both group to discuss and track their responses, using notepaper or flipcharts, to their assigned question:
 - Group 1: What are the pros/benefits of being in the role of a leader? What are some of the cons/costs?
 - Group 2: What are the pros/benefits of being in the role of a team member? What are some of the cons/costs?
4. Ask each team to provide the headlines from their discussion to the larger group. (10 minutes)
5. Discuss, as a larger group, the importance of being able to navigate back and forth between the role of the leader and that of a team member as appropriate given the scope of the work. (10-15 minutes)
6. Break into groups of 3-4 people and brainstorm *"What are some of the behaviors that will enable us to navigate between these roles?"* (10 minutes)
7. Debrief as a larger group – throughout your debrief, probe specifically for behaviors around listening, openness to constructive criticism, collaboration, trust, willingness to debate or be "strong-minded", etc.. (10-15 minutes)
8. Before closing, ask participants to take a few moments to reflect on the conversation and identify 1-2 actions they will commit to moving forward to help improve the team's working environment and continue to work towards a shared mission. If people are willing to share, ask for volunteers to stand up and read their commitments. (10 minutes)

How to Take This Further

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

- How do you establish a strong team, focused on a shared mission and able to use collaboration and conflict to succeed?
- How do you create the right environment and role model the necessary behaviors to ensure listening plays a key role in your organizational culture?
- Is the purpose of your organization motivating enough to bring and keep a community together? What might make it so?

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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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