

# Leadership Development: HBR Article Review

## Preparation

- Read the HBR Article – *The Neuroscience of Trust: Management behaviors that foster employee engagement*

## Directions – Individual work

### Organizational Assessment:

1. For each of the 8 management behaviors, brainstorm the organizational norms/habits that exist in your organization today.
2. For each behavior, rate the effectiveness of your organization at delivering on that behavior for your people. (1 – not effective, 10 – highly effective)
3. Organizational strengths/weaknesses: Identify 2-3 areas your organization does well and one area that needs the most improvement.
4. For strengths: Identify what habits/norms exist that make it a strength. How you will make sure they will continue?
5. For area of weakness: What are 1 or 2 things that leaders need to START doing to improve in that area?

### Individual Assessment:

1. For each of the 8 management behaviors, brainstorm your norms/habits (as a leader) that meet the needs of your people in that area.
2. For each behavior, rate the effectiveness of you (as a leader) delivering on that behavior for your people. (1 – not effective, 10 – highly effective)
3. Organizational strengths/weaknesses: Identify 2-3 areas you do well as a leader and one area that needs the most improvement.
4. For strengths: Identify what habits/norms exist that make it a strength. How you will make sure they will continue?
5. For area of weakness: What are 1 or 2 things that I need to START doing to improve in this area?

## Directions – Group sharing / Debrief

Plan a meeting (could be done over lunch) to debrief on the article. 75 – 90 minutes

1. Go around the table and have each person share their answers/observations for organizational strengths. (*most effective way to capture this information is to have someone capture answers on a white board*)
2. What are the action plans / next steps based on answers in #1?
3. Pair up in groups of three – share individual assessment answers.
4. Have small groups practice active listening, and giving feedback to the self-assessment each person shares.
5. Have each person identify two things they will KEEP doing as a leader and one thing they commit to START doing.
6. Checkout – go around the room and share personal action plans and 1 takeaway from this learning activity.

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Management Behavior	OUR Norms/Habits	Score?	MY Norms/Habits	Score?	What behavior is built into EOS® to address this?
1. Recognize Excellence					
2. Induce “challenge stress”					
3. Give people discretion in how they do their work					
4. Enable job crafting					

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Management Behavior	OUR Norms/Habits	Score?	MY Norms/Habits	Score?	What behavior is built into EOS® to address this?
5. Share information broadly					
6. Intentionally build relationships					
7. Facilitate whole-person growth					
8. Show vulnerability					