LEADERSHIP DEVELOPMENT: HBR ARTICLE REVIEW

Scott Patchin

Leadership Exercise

PREPARATION

Read the HBR Article - The Neuroscience of Trust: Management Behaviors That Foster Employee Engagement

Individual Work		
Organizational Assessment:		For each of the eight management behaviors, brainstorm the organizational norms/habits that exist in your organization today.
		For each behavior, rate the effectiveness of your organization at delivering on that behavior for your people (1 – not effective, 10 – highly effective).
		Organizational strengths/weaknesses: Identify two to three areas your organization does well and one area that needs the most improvement.
		For strengths: Identify what habits/norms exist that make it a strength. How you will make sure they continue?
		For area of weakness: What are one or two things that leaders need to START doing to improve in that area?
Individual Assessment:		For each of the eight management behaviors, brainstorm your norms/habits (as a leader) that meet the needs of your people in that area.
		For each behavior, rate your effectiveness delivering on that behavior for your people (1 – not effective, 10 – highly effective). Advanced tip: Get anonymous feedback from your team on this point and compare the average to yours. Explain why this feedback is important to you.
		Organizational strengths/weaknesses: Identify two to three areas you do well as a leader and one area that needs the most improvement.
		For strengths: Identify what habits/norms exist that make it a strength. How you will make sure they continue?
		For area of weakness: What are one or two things that I need to START doing to improve in this area?

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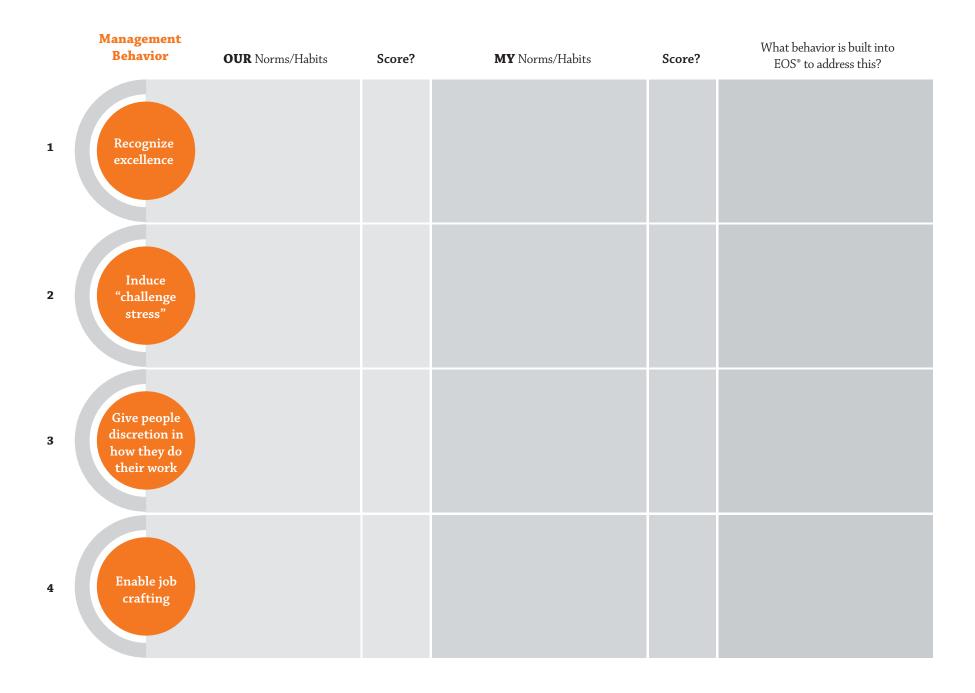
STEP

STEP 2	Group Sharing/Debrief
Plan a meet	ing (could be done over lunch) to debrief on the article (75–90 minutes).
	Go around the table and have each person share their answers/observations for organizational strengths (<i>the most effective way to capture this information is to have someone capture answers on a white board</i>).
	What are the action plans/next steps based on answers in #1?
	Pair up in groups of three and share individual assessment answers.
	Have small groups practice active listening and giving feedback to each person as they share their self-assessment.
	Have each person identify two things they will KEEP doing as a leader and one thing they commit to START doing.
	Checkout: Go around the room and share personal action plans and one takeaway from this learning activity.

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Leadership Exercise Worksheet



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