

# LEADERSHIP DEVELOPMENT: HBR ARTICLE REVIEW

Scott Patchin

## Leadership Exercise

---

### PREPARATION

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

STEP  
1

### 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?

# LEADERSHIP DEVELOPMENT: HBR ARTICLE REVIEW

Scott Patchin

## Leadership Exercise

---

STEP  
2

### Group Sharing/Debrief

**Plan a meeting (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 (*the most effective way to capture this information is to have someone capture answers on a white board*).
- 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.

# LEADERSHIP DEVELOPMENT: HBR ARTICLE REVIEW

*Scott Patchin*

## Leadership Exercise Worksheet

	<b>Management Behavior</b>	<b>OUR</b> Norms/Habits	<b>Score?</b>	<b>MY</b> Norms/Habits	<b>Score?</b>	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					

# LEADERSHIP DEVELOPMENT: HBR ARTICLE REVIEW

*Scott Patchin*

## Leadership Exercise Worksheet

	<b>Management Behavior</b>	<b>OUR</b> Norms/Habits	<b>Score?</b>	<b>MY</b> Norms/Habits	<b>Score?</b>	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					