

"Anna Conrad is an articulate expert who serves as a great resource for executive business-management topics."

The Business Journals

(R)EVOLUTION

One Man's Leadership Journey

Discussion Questions



ANNA CONRAD

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General Questions

1. How does Tom's company's culture differ from yours'?
2. What was most surprising, intriguing, or hard to understand aspect of the book?
3. Have you gained a new perspective, or did the book affirm your prior views on leadership?
4. Do the issues Tom face affect your life? How so—directly, on a daily basis, or more generally? Now, or sometime in the future?
5. Does the author—or can you—draw implications for the future? Are there long- or short-term consequences to the issues raised in the book? If so, are they positive or negative? Affirming or frightening?
6. Can you point to specific passages that struck you personally as interesting, profound, silly or shallow, incomprehensible, illuminating?
7. Did you learn something new? Did it broaden your perspective?
8. Did you think Tom matured during the coaching process?
9. How do you think Tom's coworkers view his changed behavior? How do you think Tom showed up in the workplace during his coaching? Do you think the changes were evident immediately?
10. Do you think Tom will revert to his former behavior after the coaching ends? If so, what can Tom do to make sure he doesn't revert to his former behavior?
11. What role does/should Tom's supervisor play in his coaching?

Chapter 1

1. Do you think Tom was justified in his reaction to the suggestion of working with a coach?
2. Should Tom have been surprised about the suggestion for him to see a coach? Do you think his manager had given him earlier indications that his behavior was a problem?
3. How would you respond if your manager suggests you work with a coach?
4. If you were Tom's manager, how would you approach the conversation suggesting he work with a coach?

Chapters 2 - 4

1. Why do you think Tom is hesitant about coaching?
2. How is coaching seen in your organization? Is it offered to top performers, or is it reserved for performance improvement only? How does this contribute to people being open to the coaching process?

Chapter 5

1. Stories told in organizations give insight into the company's culture. Think about your company. What's more important: employees or results? Provide examples and stories to demonstrate your answer.
2. How is the company where you currently work different than your last company? How has your behavior changed as a result of this?
3. Have you worked with a leader who was not aware of the impact his or her words had on others? What happened as a result of this?
4. How can a manager avoid micromanaging but still provide enough guidance to the person being delegated to?

Chapter 6

1. When you were a child, what did you think you would be when you grew up? When did that change? Why did it change?
2. In what ways are you different now than you were when you graduated college? How are you different now than when you first joined your company? What do you think you will be like in 10 years?
3. Do you think everybody should wear the hat of a leader at times? If so, what gets in the way of you wearing it more?

Chapters 7 through 13

1. Have you ever received feedback that you didn't agree with at first, but later realized it was accurate? What changed your thinking?
2. Do you think values change over time? If yes, describe how yours have changed. If no, explain why not.
3. How have little changes in your life impacted you becoming the person you are today, both personally and professionally?
4. Name three big milestones in your life and explain how they impacted you personally and professionally.
5. Have you ever been asked to do something that went against your values at work? If so, what did you do?

Chapters 14 through 19

1. What two words or phrases would you use for your leadership brand? Why did you choose these words?
2. What buzzwords do people use in your organization? What impact do these buzzwords have on the user's communication?
3. Do you agree with the statement that communication and leadership is about the other person? Explain your answer.
4. What is the hardest thing about being vulnerable in an organization? What is the impact to team members can't be open and vulnerable with one another? What can you do to foster vulnerability?
5. What are your mental models about leadership?