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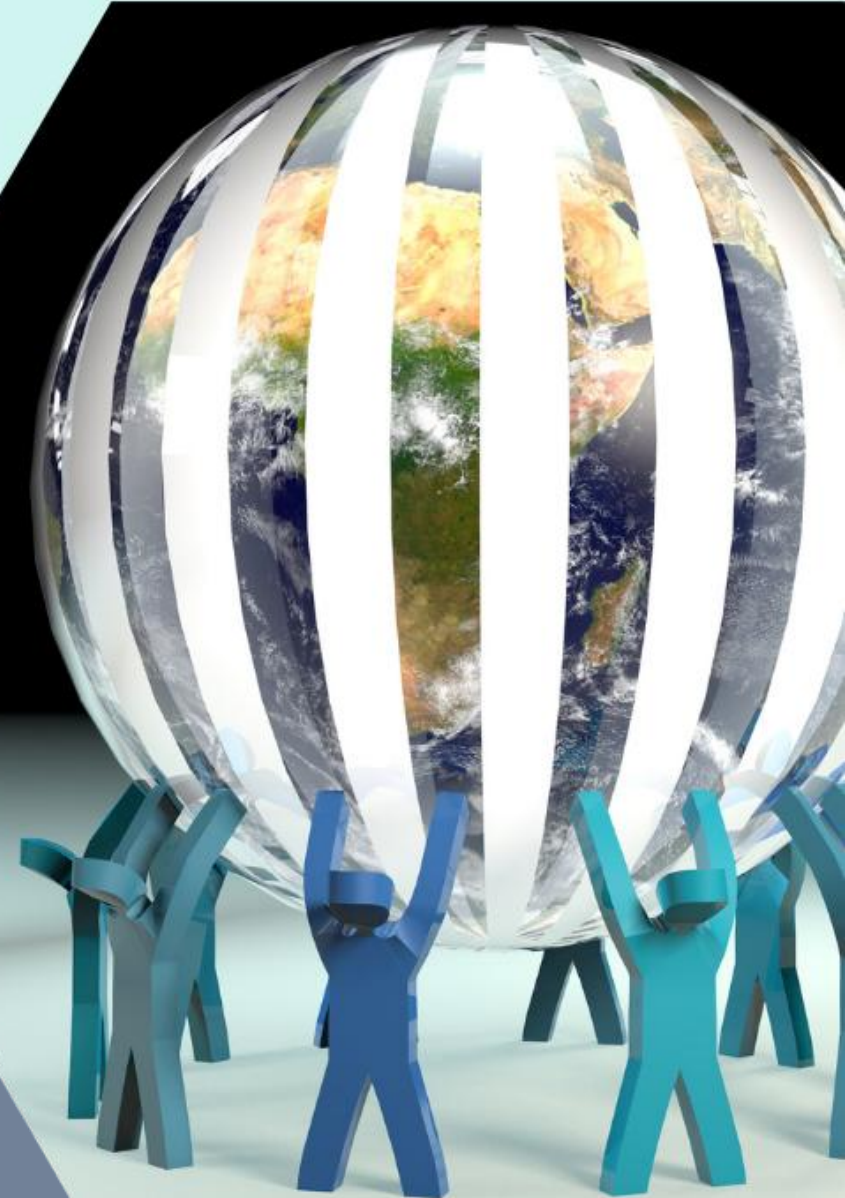
The Leadership Challenge Program

Enable Others to Act

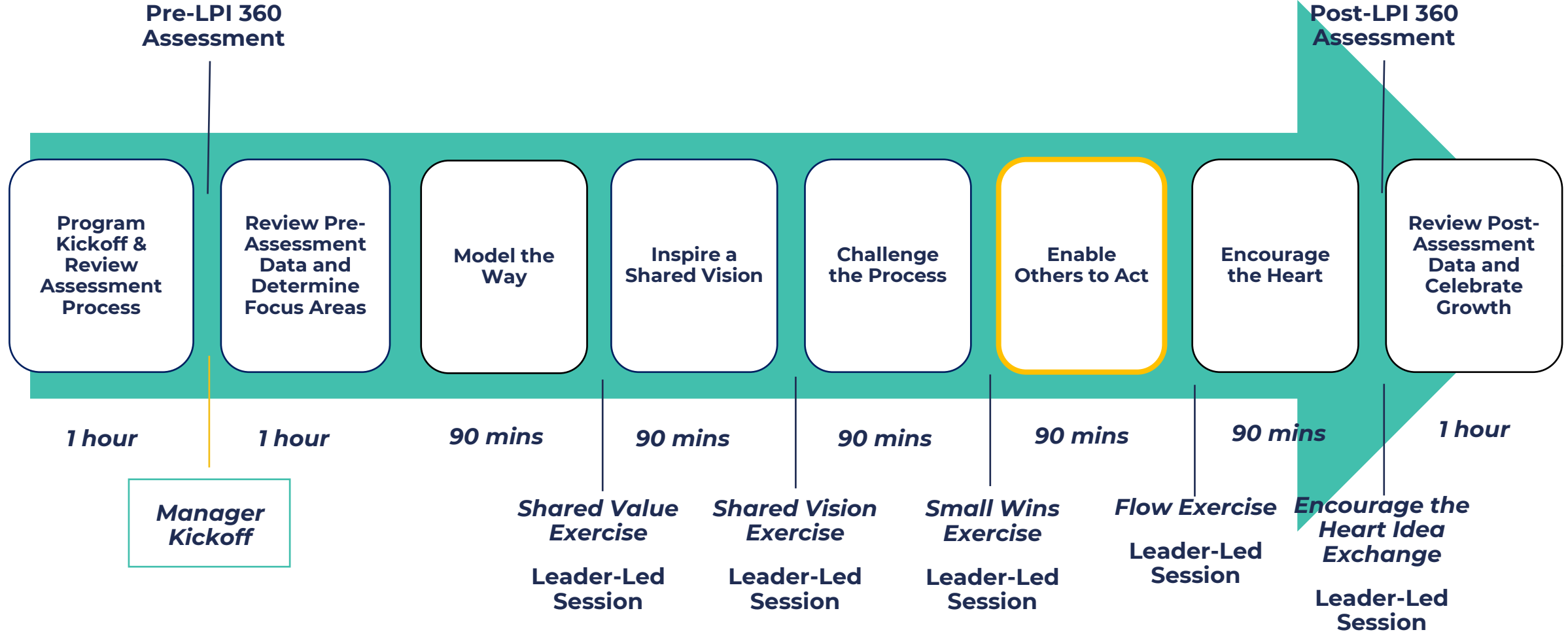
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HRD*

A LEADERSHIP DEVELOPMENT COMPANY



Development Process



Ice Breaker

What brings out your best when you're working with others?

Your HW Check-in

- **Read:** Enable Others to Act chapters in *The Leadership Challenge*
- **Do:** Complete the One Step at a Time chart on p. 110 of your workbook AND execute one of the “Small Wins” you identified on that chart.
- **Listen:** Listen to the Leadership 480 podcast, episode title, “[How Leaders Drive Innovation.](#)”
- **Meet:** With your accountability partner, discuss the following questions:
 - ▣ Danny Gandara notes that innovation is iterative. How does this connect to small wins?
 - ▣ He also asserts that creativity is a skill that comes in many forms and can be developed. How does this connect to trust?
 - ▣ Share any other valuable takeaways from the podcast.

Breakout Group Sharing

Choose **ONE** question to discuss and report back to the larger group.

- ▣ Danny Gandara notes that innovation is iterative. How does this connect to small wins?
- ▣ He also asserts that creativity is a skill that comes in many forms and can be developed. How does this connect to trust?
- ▣ If you've had a chance to execute a small win, what have you learned?
- ▣ **BONUS:** Did you try the "Outsight" (or any other brainstorming) activity with your team? How did it go?

You Can't Do It Alone

Enable Others to Act Objectives:

- Describe actions that hinder and facilitate building trust and collaboration in your organization
- Identify several actions you can take to strengthen the ability for others to excel.

Plot your Feedback

- ☐ Use the chart to plot your Self & Observer scores for each behavior in Enable Others to Act.
- ☐ Place a “check” next to the behavior you want to focus on from this practice area.
- ☐ Add your initial reactions in space provided in the participant guide.

Enable Others to Act Behaviors

- 4. I develop cooperative relationships among the people I work with.
- 9.** I actively listen to diverse points of view.
- 14.** I treat others with dignity and respect.
- 19. I involve people in the decisions that directly impact their job performance.
- 24. I give people a great deal of freedom and choice in deciding how to do their work.
- 29. I ensure that people grow in their jobs by learning new skills and developing themselves.

Powerful Times, Powerless Times

Think of a time or times when you felt **powerful or powerless** as a result of what someone said or did. What did that person **say** or **do**?

Take notes in your workbook.

Powerful Times, Powerless Times

Share your example with your breakout group of a time or times when you felt **powerful or powerless** as a result of what someone said or did. What did that person **say** or **do**?

Pay attention to themes or commonalities across your stories.

Powerful Times, Powerless Times

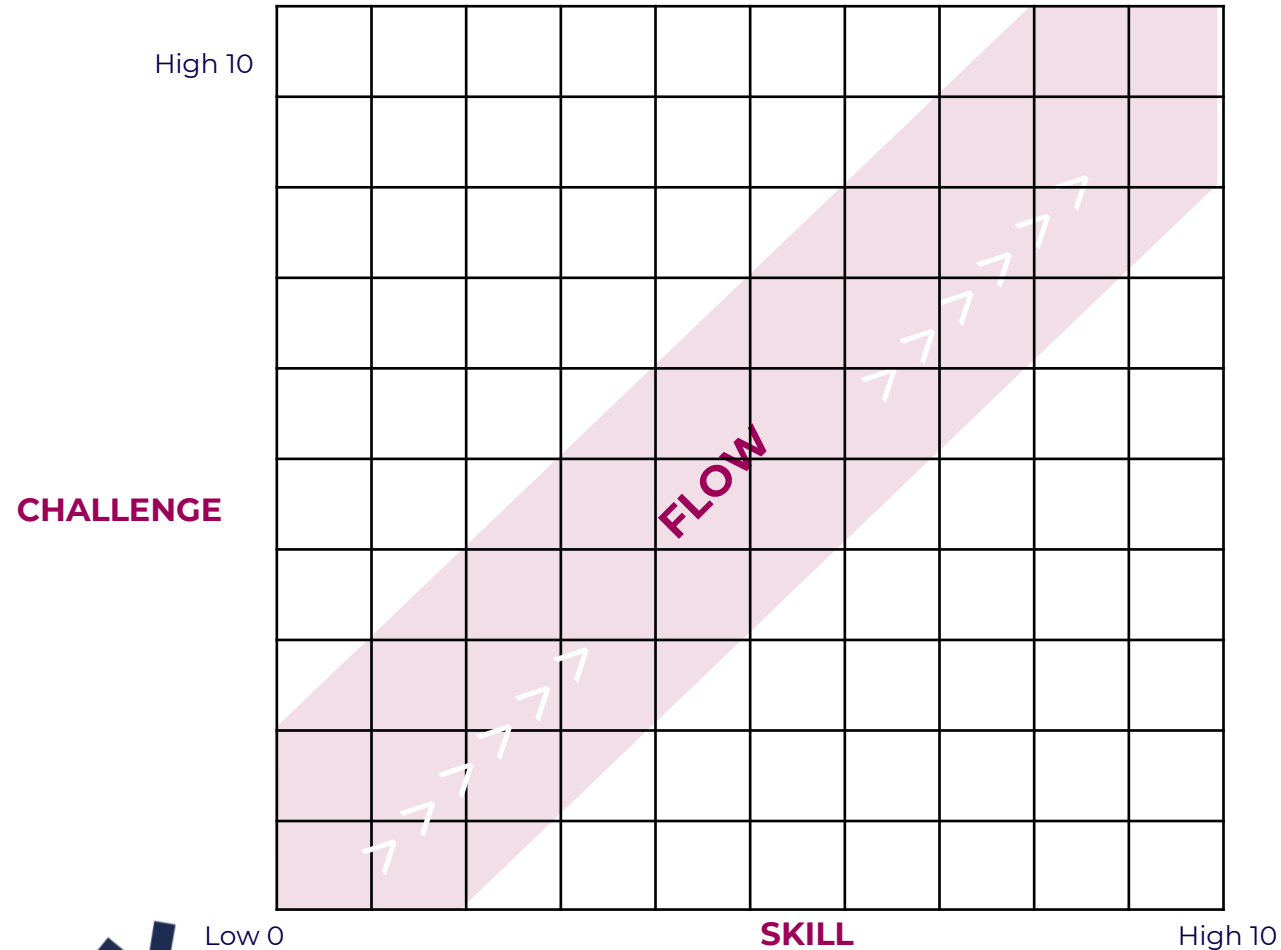
Now think about *your actions* with others in your workplace.

- What things have you said or done to enable others?
- What things have you said or done that might have been disabling?

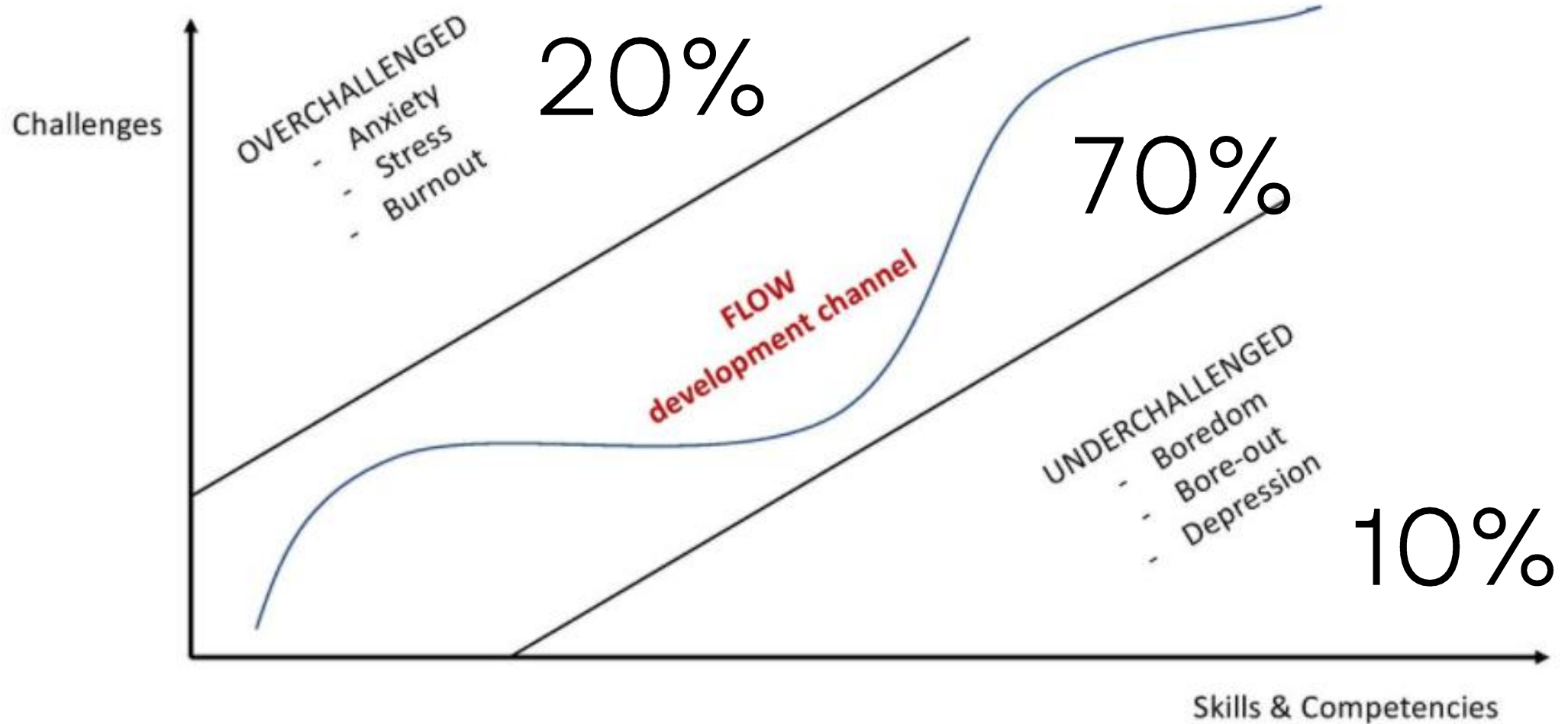
Answer the questions in your participant guide.



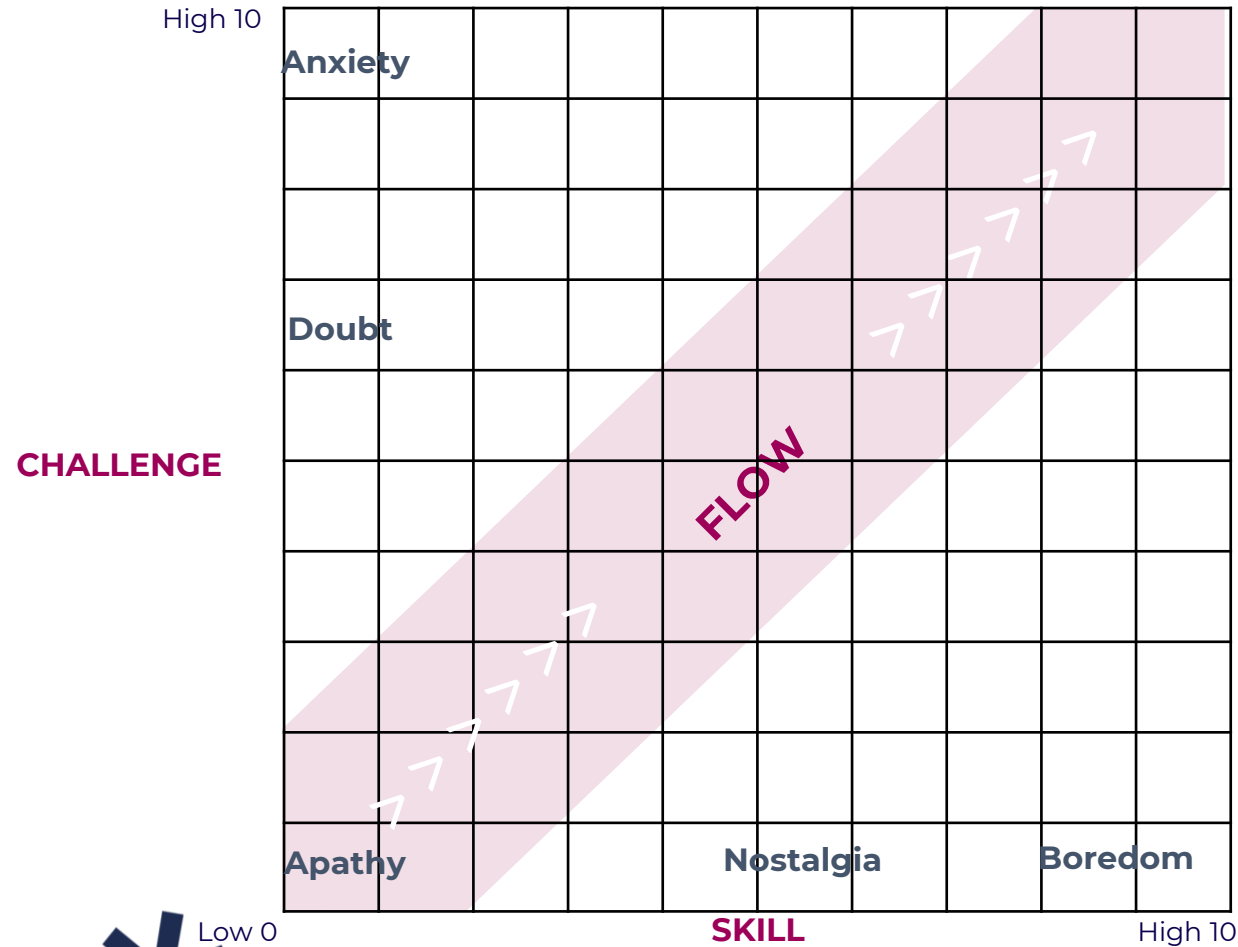
Developing Competence



BEING IN FLOW AT WORK



Developing Competence



Action Item:
Write or “plot”
your team’s
initials in the
appropriate
places on the
flow chart.

Two Trust Rules

1. You have to keep working on trust and never take it for granted.
2. Sometimes trust breaks down. When it does, see rule number 1.

Building a Culture of Trust

- Invest in trust.
- Be the first to trust.
- Show concern for others.
- Share knowledge and information.
- Ask for knowledge and information.

Building a Culture of Trust

Think of a **person** or **group** with whom you want to **increase trust**.
What can you **do** and **say** to build that trust?

Building a Culture of Trust: Breakout

- Share your example with your breakout group.
- Share your ideas for fostering trust and/or collaboration.
- Groups, offer feedback and additional ideas!

YOUR NEXT STEPS

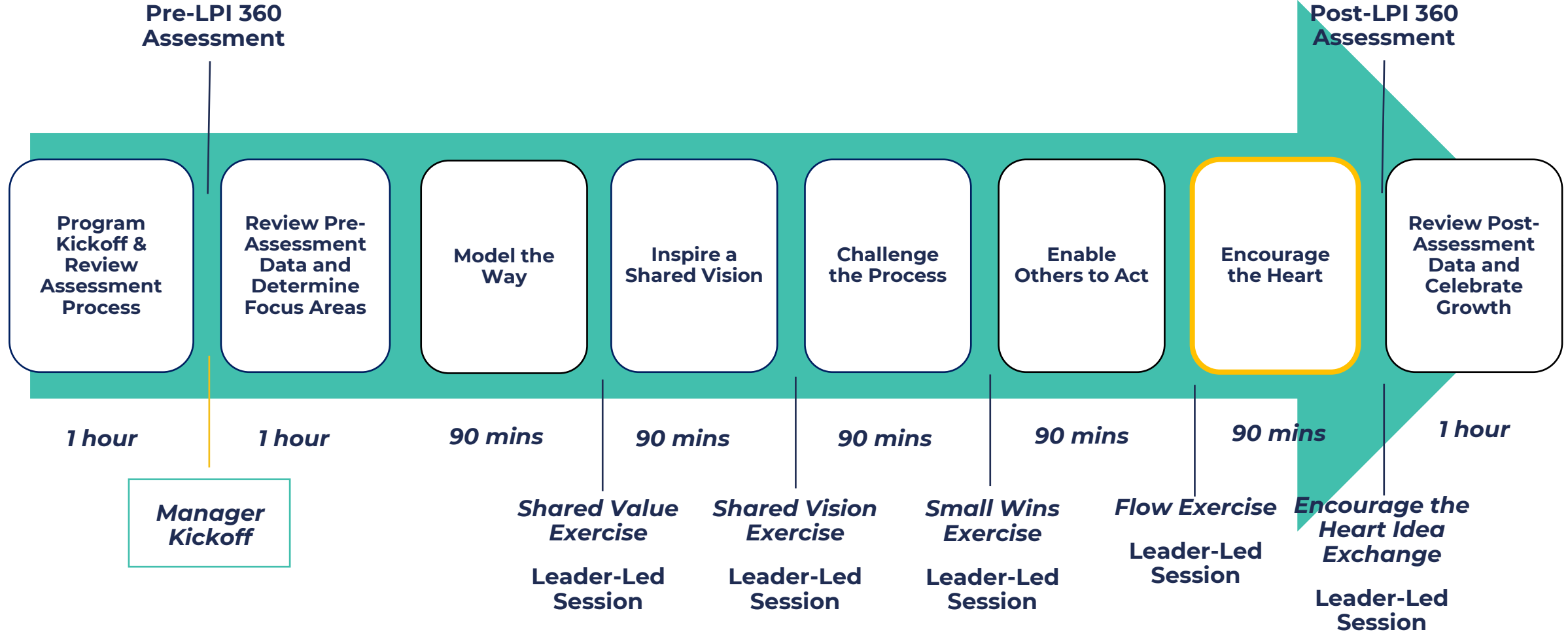
- **Read:** Encourage the Heart chapters (pgs. 245-294) in *The Leadership Challenge*
- **Watch:** [Trust Your Teams](#) by Simon Sinek.
- **Meet** with your accountability partners. Discuss the following questions:
 - ▣ How do the concepts of control, empowerment, and trust as Simon Sinek discusses them relate to enabling your team members?
 - ▣ What are some ways you can enable “flow” with your team/colleagues?
- **Do:**
 - ▣ Complete the Developing Competence activity on p. 131 of your workbook.
 - ▣ Ask your team members to identify their spot on the Flow Chart. Discuss ways to **enable flow** and **build trust** in your next 1:1s.



**THIS LEADERSHIP CHALLENGE IS A
DAILY, PERSONAL CHALLENGE FOR
EACH OF US.**

YOU ARE UP FOR THE CHALLENGE.

Development Process



Questions?

