

LEAD 2 • COHORT 4



Deliberate Doubt Thinking Beyond Your First Answer

A virtual session for leaders whose first answers carry weight.

DR. ALI ATKISON / REHAB MEDICAL / OCTOBER 14, 2026

Opportunity to Tell Your Story!

- Opportunity for you to capture and share the story of your growth on video
- Reflect on how far you've come and inspire others
- All submissions entered into a raffle for a \$50 Amazon gift card! **(Per cohort!)**

We can't wait to hear your story!



Today is built around better judgment.

Connect the work you have done to the decisions still ahead.

01

CONNECT

Start with a moment that surprised you.

02

REFLECT

Learn from the conversation you tried.

03

PRACTICE

Recognize thinking traps and use Deliberate Doubt.

04

PREPARE

Complete the LPI 360 post-assessment.



[LOOK
BACK](#)

Wins, faceplants, and what you learned.

TRIADS • 10 MINUTES

01

Choose a conversation

Use the high-stakes Lean In or GROW conversation you attempted.

02

Compare instinct + result

What did you intend to do? What actually happened?

03

Name the lesson

What will you repeat, change, or try next time?

DEBRIEF



What did you notice about your own tendency?

Understand • coach • persuade • solve

TURN THE
LENS

You made room for their thinking. Now make room in your own.



Ask and Reflect helps you understand their thinking. Deliberate
Doubt helps you question your own before you respond.

A QUICK
REMINDER

Your brain moves quickly.



It recognizes patterns. It generates answers. It tries to close the gap of uncertainty as quickly as possible.

The Readiness Decision

01

A cross-functional rollout will launch in three weeks. The project team reports that it is on track.



02

A respected director whose team will be most affected says, “We are not ready to move forward.”

**YOUR
ROLE**

03

When asked why, they offer no specifics. They also missed the last two planning meetings.

Executive
sponsor

SLIDO



The Readiness Decision: What did your gut tell you first?

Choose the explanation that came to you **first**. Then rate your confidence: 1 = low, 10 = high.

Answer both questions in Slido:

First, choose the explanation that came to you first.
Then, rate how confident you felt about it.



Choose the explanation that showed up FIRST when you read the scenario.



How confident were you in the explanation that came to you first?

What did your first answer assume?

01 What did your first answer assume about the director's motive?



02 What meaning did you give the director's words, silence, or missed meetings?

REMEMBER

03 If you had acted on that first answer, what might you have done?

The facts did not
tell us why.

Three Thinking Traps

01

AVAILABILITY HEURISTIC

What comes to mind first gets too much weight.

02

BINARY THINKING

Two options appear to be the only options.

03

CONFIRMATION BIAS

Evidence supporting the first answer gets more attention.

RECOGNITION COMES BEFORE INTERRUPTION.

Availability Heuristic

01 **Definition: Relying on information that comes to mind quickly and eas**



02 In this case: The missed meetings may carry too much weight.

WATCH FOR

03 DD question: What might I not be seeing?

The information
that comes first.

Binary Thinking

01

Definition: Assuming there are only two solutions to a problem or challenge.



02

In this case: Move forward or let one director derail the rollout.

WATCH FOR

03

DD question: What else could be true?

Either-or
choices.

Confirmation Bias

01 **Definition: Favoring information that supports what we already believe**



02 In this case: The missed meetings begin to look like proof of resistance.

WATCH FOR

03 DD question: What evidence could challenge that?

Evidence
supporting
the first answer.

DISCUSS

The Readiness Decision: Which thinking trap might be operating?



Choose one or more. What in your thinking makes you say that?

**DELIBERATE
DOUBT**

Deliberate Doubt is the practice of interrupting certainty with curiosity so our first answer doesn't become our only answer.



Recognizing the trap tells you when to interrupt certainty.

**RECOGNITION
BEFORE RESPONSE**

Recognizing the trap comes first.



Once you can name what your thinking is doing, you can bring doubt into the mix.

AN
IMPORTANT
GUARDRAIL

A thinking trap is a signal to examine your first answer.



The answer may still be right. The trap tells you where to slow down and what to question.

Thinking Traps and Deliberate Doubt Questions

01 **Availability Heuristic: What might I not be seeing?**



02 Binary Thinking: What else could be true?

START HERE

03 Confirmation Bias: What evidence could challenge that?

Name the trap.
Ask the question.

**THE READINESS
DECISION**

Which question would help you interrupt your first answer?

Choose one DD question. Then write one question you could ask the director. Example: “What are you seeing that makes you believe we’re not ready?”

NEW INFORMATION

“During the latest pilot, we found three serious errors that will affect my team. I stayed quiet because a similar concern was dismissed last month.”



What changes now?

BETTER
JUDGMENT

Deliberate Doubt strengthens the judgment behind the decision.



The leader still acts. The confidence behind the action has been tested.

TRY IT

Apply Deliberate Doubt to a current situation where you have an initial read but have not decided what to do.

TRIADS • 4 MINUTES EACH

01

Share your first answer

One minute: the situation and what you currently think it means.

02

Name a thinking trap

Availability, Binary, or Confirmation. The case owner chooses.

03

Use Deliberate Doubt

Ask the matching question. Name the evidence or conversation you need.

DEBRIEF



What changed when you named the trap?

Did it become easier to question your first answer? Which DD question helped most?

MAKE IT REAL

**Which thinking trap do
you
most need to watch for?**

MY PLAN

The trap I will watch is...

The question I will use is...

The LPI 360 post-assessment

01

REASSESS

Complete the LPI 360 post-assessment after this session.

02

REVIEW

Compare what others experience now with where you began.

03

COMMIT

Use the results to shape your final leadership commitments.

WE WILL REVIEW YOUR RESULTS IN OUR FINAL SESSION.

**HOW TO
APPROACH IT**

Treat the results as data, not a verdict.

They may confirm, complicate, or challenge the story you already hold about your leadership.



“Leadership is not about personality. **It’s about behavior.** The Five Practices are available to anyone who accepts the leadership challenge—the challenge of taking people and organizations to places they have never been before.”

- *The Leadership Challenge*, pg. 13

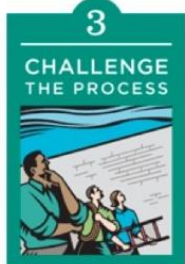
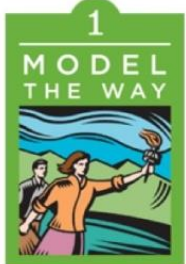
5 Practices	30 Leadership <u>Behaviors</u>
Model the Way	•Set a personal example of what you expect of others. •Make certain that people adhere to the principles and standards that have been agreed upon. •Follow through on promises and commitments you make. •Ask for feedback on how your actions impact others. •Build consensus around a common set of values for running our organization. •You are clear about your philosophy of leadership.
Inspire a Shared Vision	•Talk about future trends that will influence how our work gets done. •Describe a compelling image of what our future could be like. •Paint the “big picture” of what we aspire to accomplish. •Appeal to others to share the dream of the future. •Show others how their long-term interests can be realized by enlisting in a common vision. •Speak with genuine conviction about the higher meaning and purpose of our work.
Challenge the Process	•Seek out challenging opportunities that test your own skills and abilities. •Challenge others to try out new and innovative ways to do their work. •Actively search for innovative ways to improve what we do. •Ask “what can we learn?” when things don’t go as expected. •Identify milestones that keep the project moving forward. •Take initiative in anticipating and responding to change.
Enable Others to Act	•Develop cooperative relationships among the people you work with. •Actively listen to diverse points of view. •Treat people with dignity and respect. •Involve people in the decisions that directly impact their job performance. •Give people a great deal of freedom and choice in deciding how to do their work. •Ensure that people grow in their jobs by learning new skills and developing themselves.
Encourage the Heart	•Praise people for a job well done. •Make it a point to let people know about your confidence in their abilities. •Make sure that people are creatively recognized for their contributions. •Publicly recognize people who exemplify commitment to shared values. •Tell stories of encouragement about the good work of others. •Get personally involved in recognizing people and celebrating accomplishments.

- Opportunity for you to **collect developmental feedback from others**
- Identify **how your perception aligns** with perception of others
- Identify the **different perceptions** of different observer groups
- Identify both **strengths (to leverage) and opportunities (to develop)**
- We are re-assessing to see HOW the needle has moved

What Does the LPI Measure?

What is being assessed?

- Measures the **frequency of demonstration** of 30 leadership behaviors within the Five Practices of Exemplary Leadership (6 behaviors per practice area)
- 1 – 10 Scale – Almost Never to Almost Always
- *There isn't a "not applicable" option because it's a frequency scale.*



Who is assessing me?

- You (Self-Assessment)
- Your Manager
- Direct Reports
- Coworkers
- Others

Your Observer Experience . . . 15 - 20 minutes

- Note HOW OFTEN you demonstrate the 30 leadership behaviors.
- Answer three open-ended questions:
 - **What do you see as this leader's greatest strengths?**
 - **What do you see as this leader's greatest opportunities for improvement?**
 - **How would you describe this leader's impact?**

Be Thoughtful About Your Observers

- The questions to ask:
 - *Who are your key stakeholders?*
 - *Who is in the BEST position to gauge your leadership and how often you're demonstrating the 30 behaviors?*
- Select between **10** and **20** observers across all categories.
- Choose observers whose feedback will offer you **insight**.

Send a Pre-Assessment Email to Your Observers

Subject: Request for Feedback – Leadership Practices Inventory

Hello,

I'm currently participating in a leadership re-assessment as part of my continued development. This process includes completing the Leadership Practices Inventory (LPI) 360° re-assessment, a 30-item tool that gathers feedback from others to help me reflect on my growth and changes in leadership behaviors since my initial assessment.

I've chosen you as an observer to provide honest, constructive feedback that supports my leadership growth. Below are a few key details to help guide your participation:

What is the LPI?

A 30-item leadership assessment measuring how often I demonstrate specific leadership behaviors on a 1-10 scale.

When is it due?

Please complete the assessment by **DATE**.

How long will it take?

About 10-15 minutes to complete, with an optional comments section at the end.

Will your feedback be anonymous?

- Yes, all observer feedback is anonymous.
- The only exception is the **manager's feedback, which is not anonymous**.

How Do You Complete the Assessment?

You'll receive an automated email from the LPI system (notifications@lpionline.com) with your personal link and instructions.

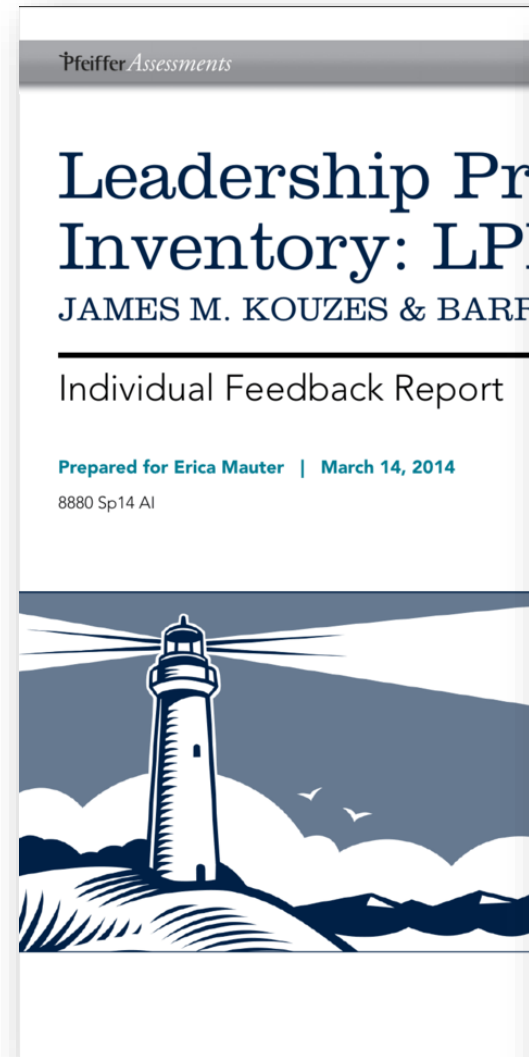
Anything to know before starting?

- Each question asks how often I engage in a specific leadership behavior.
- There is no "not applicable" option—all items apply to every leader.
- Please confirm you're evaluating the correct person before submitting.
- The system times out after 45 minutes—consider drafting comments elsewhere before pasting them in.

Thank you so much for your time and thoughtful feedback; it truly helps me continue growing as a leader. Please let me know if you have any questions!

Individual Feedback Reports

- Customized for you
- 2 reports: Individual Feedback Report & Re-Assessment Report
- Provides summary and breakdown of each practice area
- Provides open-ended feedback
- Provides normative data
- Built to protect the anonymity of Direct Report, Coworker, and Other observers



LPI 360
 LEADERSHIP PRACTICES INVENTORY

James Tao
 Sample Re-Assessment Report
 May 1, 2017

Re-Assessment Data by Leadership Practice

This page compares your most recent scores with the scores from your previous LPI, grouped by Observer type. The Change column shows the difference in Self responses and Observers' responses for each practice between your most recent and second most recent completed assessments.

		CHANGE	MAY 2017 7/7	AUG 2015 7/7
	Model the Way			
	Self	6.0	52	46
	Average	3.0	50.1	47.1
	Manager	2.0	50	48
	Direct Report	-3.5	44	47.5
	Co-Worker	9.4	54.7	45.3
	Inspire a Shared Vision			
	Self	8.0	52	46
	Average	1.4	41.4	40
	Manager	-7.0	31	38
	Direct Report	-7.5	40	47.5
	Co-Worker	10.7	48	37.3
	Challenge the Process			
	Self	1.0	45	44
	Average	0.0	45.9	45.9
	Manager	-11.0	38	49
	Direct Report	-7.5	39	46.5
	Co-Worker	7.3	51.3	44
	Enable Others to Act			
	Self	-1.0	52	53
	Average	2.8	52.7	50.9
	Manager	2.0	52	50
	Direct Report	3.0	53	50
	Co-Worker	2.0	53	51
	Encourage the Heart			
	Self	4.0	54	50
	Average	2.9	50	47.1
	Manager	-6.0	48	54
	Direct Report	1.5	49	47.5
	Co-Worker	5.7	50.7	45
	Other	6.0	52	46

INVITED—Number of Observers invited RESPONDED—Number of Observers who responded AVERAGE—Average of all Observer responses

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LPI RE-ASSESSMENT REPORT

PAGE 1

Engaging Your Observers . . .

- Thank your observers and let them know that you appreciate the feedback.
- Talk with your team about the key messages from the assessment. Share your key takeaways and your commitments to ongoing development.
- Talk specifically with your manager about his or her feedback – this is a great opportunity to align with him or her.

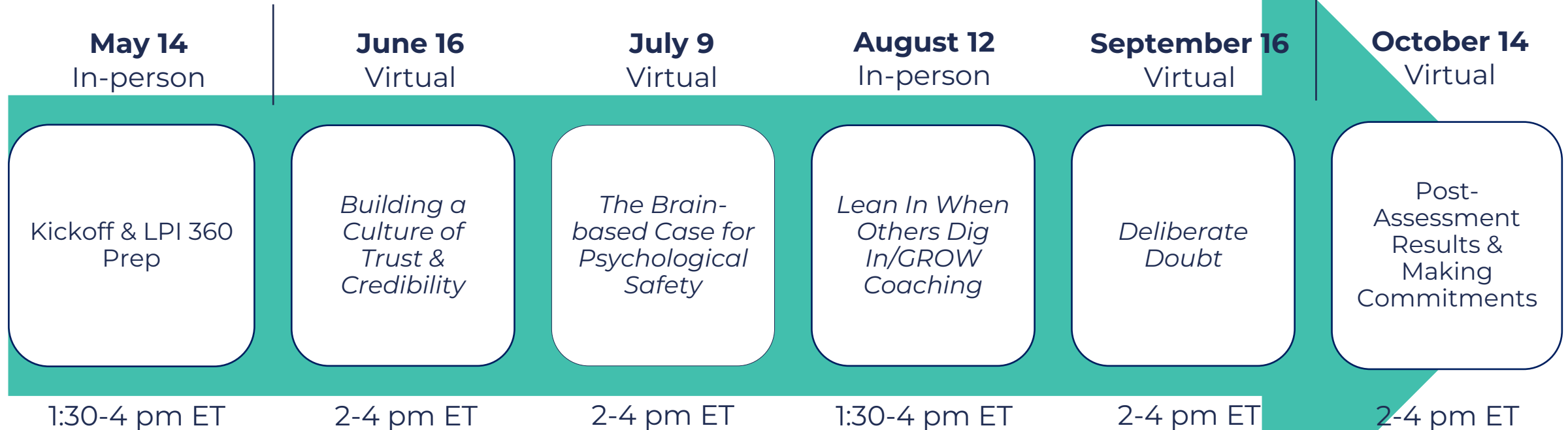
LPI Re-Assessment Dates

Date	Action and Timing
ASAP	• Confirm your observers with your manager. • Use the example email verbiage (which HRD_Programs will send you) to send your observers a “heads-up” that they will receive their link to rate you soon.
9/17	You will receive your Leadership Practices Inventory (LPI) 360 assessment from notifications@lpionline.com . From there, you will enter your observers’ email addresses AND then take the assessment (you will create an account first.)
10/9/26	LPI assessment due (self and observers’) **Check in with your observers! We cannot run your report with fewer than 5 observers.
10/12	You will receive your confidential report from hrdprograms@hrdleadership.com . **Thank your observers! Let them know you appreciate their feedback.
Before 10/14	Review your report, noting your highest- and lowest-scored practice areas. Take note of any important takeaways or questions about your report.

LEAD Level 2 (For Graduates of LEAD)

LPI 360 Pre-Assessment

LPI 360 Post-Assessment



Ongoing: Accountability Partnerships, Homework and Application Exercises

Questions?



**Better judgment begins
when the first answer
stays open.**



Thank you.

HRD* | THE Leadership Development Company