

Greenwood Village South Leadership Team

Discussion Guide: Creating Problem-Solving Minds

This discussion guide is designed to help the leadership team reflect on workshop insights, apply concepts from the recommended resources, and align on consistent leadership behaviors that strengthen problem-solving, ownership, and accountability across GVS.

Reflection Questions:

1. Think about a recent situation where someone came to you with a problem.
 - a. How did you respond?
 - b. Looking back, did your response build ownership—or dependency?
2. Where do leaders at GVS most commonly become the "default problem solver"?
3. What types of problems should leaders solve themselves, and which are better opportunities to develop the thinking of others?
4. How might our own desire to be helpful unintentionally prevent employees from growing as independent problem solvers?
5. Think about the phrase, "The more problems you solve for people, the fewer problems they learn to solve without you." Where do you see this pattern within our organization?
6. What signals do leaders send—intentionally or unintentionally—about whether employees are expected to think through problems before bringing them forward?
7. Which part of the Architect Question Sequence do you think would have the greatest impact if leaders consistently practiced it?
 - a. Clarify
 - b. Expand
 - c. Transfer Ownership
 - d. Strengthen ThinkingWhy?
8. What situations make it most difficult to resist jumping in with an answer?
9. If leaders across GVS became more intentional about developing thinkers instead of simply solving problems, what changes would you expect to see—for employees, residents, and the organization?
10. What is one leadership habit we want to become known for as we build a culture where people think through problems rather than simply bring them forward?