Engage with Honor Discussion Guide

This discussion guide provides a convenient way for you and your team to record your thoughts and insights on the Courageous Accountability Model™ presented in Engage with Honor.

You may also want to watch Lee Ellis’ Coaching Clips at www.EngageWithHonor.com as part of your discussion.

Chapter 1 – Critical Failures in Honor

MISSION PREP

1. Do you agree that we are all capable of dis-honorable behavior?

2. Have you ever done something dis-honorable? How did it turn out? What would you do differently now?

3. What do you think causes good people to do dis-honorable deeds?

4. How do you personally guard against dis-honorable behavior?

5. How can you influence our younger generations to live and lead with honor?

FOOT STOMPER

Honor is not automatic—it cannot be assumed. The strongest and most courageous leaders in history have fallen short. Everyday people like you and me are lying, stealing, cheating, and embezzling. You and I can win this battle if we truly believe that honor matters—and we are diligent to hold ourselves accountable. Our example will influence others—leadership always makes a difference.

www.EngageWithHonor.com
Chapter 2 – Battling for Honor and Accountability

MISSION PREP

1. On a scale of 1-10, how important is it for you to live and lead with honor? What deep desire(s) anchor your commitment to honor?

2. Are you convinced that your assumptions and intentions will not be sufficient to keep you on course with honor?

3. What will be the impact of your genuine commitment to engage with honor?

4. Can you be vulnerable and authentic about your walk by leading others while at the same time correcting back to course yourself?

FOOT STOMPER

Honor is acquired by winning daily battles to overcome our ego and distorted self-interests. It can be “taught,” but it’s more likely “caught” from the example of those most influential in our lives—especially our leaders. Accountability requires a carrot and a stick; we need both to stay on course.
Chapter 3 – Building a Culture of Accountability

MISSION PREP

1. You may think that accountability is a good thing, but how do you feel about it? Consider how your emotions are driving your actions.

2. Would your people say they observe that you are committed to being accountable for your words and deeds and for your leadership of others? Would you be willing to ask them? Would they feel safe in sharing truthfully?

3. Where are you procrastinating in an accountability area right now? What would it take for you to be proactive and courageously move ahead?

FOOT STOMPER

Accountability is crucial to success. It requires leaders to go first, setting the example by their commitment to be responsible and accountable to themselves. Though human nature tends to resist it, accountability has many benefits, improving both individual and organizational performance. Accountability works best in a positive environment that focuses on three areas: (1) accomplishing the mission, (2) believing in and developing people, and (3) following through to ensure that responsibilities and commitments are carried out.
Chapter 4 – The Core of Leadership: Character, Courage, Commitment

MISSION PREP

1. We’ve been talking about it for three chapters now. Are you really convinced that guarding your character is going to be a challenge? Are you willing to engage in that battle?

2. Where might your character be most at risk right now? Who on your team is going to support you and hold you accountable?

3. In the past where have you shown courage in the face of fear? What can you learn from that?

4. Are you really committed to your responsibilities and to the people on your team? How do you think others see you in these three core areas of character, courage, and commitment? Would you be willing to ask them to complete a leadership 360 evaluation on you?

FOOT STOMPER

Leaders go first and set the example for accountability. This requires a strong core of character, courage, and commitment. Be clear with yourself about your character by establishing your personal non-negotiables. Then lean into the pain of your doubts and fears to do what you know is right. Don’t forget to engage a team of peers to help you in this battle.
Chapter 5 – Clarity Begins with the Leader

100,000 Foot Mission Prep

1. Do you have clarity on your mission, vision, and values?

2. Do those at the lowest level of your organization have clarity on these areas?

3. Do you use your mission, vision, and values to help your team align for decisions and execution?

50,000 Foot Mission Prep

1. Do you have clarity about current industry and professional standards? How well have you clarified them for your team?

2. Have you communicated the standards to the lower levels of the organization? How can you know that they are understood at those levels?

25,000 Foot Mission Prep

1. Have you clarified all your standard operating policies?

2. Are they in writing so people can read them periodically?

3. Do you mention/reinforce them regularly and explain why they are important?

MISSION PREP

1. Who is going to be assigned a specific responsibility?

2. How good of a match is this assignment going to be for this person or group? (More on this in Chapter 6.)

3. How much experience do they have in this particular skill and the broader related arena?

4. How much interaction—teaching, coaching, monitoring, inspecting, providing feedback—will it take on your part to insure success for this person or group?

(continued)
FOOT STOMPER

Leaders clarify at every level from broad guidance to the specifics needed to do the work. Clarity ensures direction and standards. It shows the way and sets the boundaries and guardrails. Go the extra mile to make sure you and others have clarity at every level.
Chapter 6 – Connect: Know Yourself—Know Your People

MISSION PREP

At this point, you should be getting the picture that people are different, that most people are tilted either toward results or relationships, and that there are both strengths and struggles, regardless of your bent. Now is a good time to get clarity about yourself, so looking back, which way are you more naturally talented? (For a detailed assessment check out the Leadership Behavior DNA™ at LeadershipBehaviorDNA.com.)

Is it Relationships or Results?

Identify three of your strengths from the list associated with your tilt:
1. ________________________________
2. ________________________________
3. ________________________________

Now identify three of your struggles associated with your tilt and identify a counter behavior that you could adopt in order to gain more balance in your leadership.

1. Struggle______________________________
   • Needed behavior______________________________
2. Struggle______________________________
   • Needed behavior______________________________
3. Struggle______________________________
   • Needed behavior______________________________

FOOT STOMPER

Know yourself and coach yourself to do what you need to do to be a responsible, accountable leader. Remember—matching talents to task is critical to success. People are different and good leaders manage accordingly, recognizing individual talents and inspiring their people to succeed, while stretching them to develop to the next level.
Chapter 7 – Connect with the Heart

MISSION PREP

1. Reflect on your best leaders. How did they connect with you? What would you like for them to have done better?

2. Recall an incident when you knew that you should have connected with someone. How would it have changed the outcome had you done so? What kept you from connecting?

3. Are you intentional about connecting with each of the people on your team? How do you know how well you are actually doing this?

4. What barriers do you need to overcome to grow in your ability to effectively connect with others?

5. What is a vulnerable or personal part of your life that you can share to raise the level of authenticity with your team?

FOOT STOMPER

Effective leaders recognize that their people are human beings with a deep desire to be known, understood, valued, and appreciated. With this mindset, they intentionally connect with them to ensure inclusion, express appreciation, and show each individual his or her importance to the mission.
Chapter 8 – Develop a Mindset for Collaboration

MISSION PREP

1. Do you have a collaborative worldview? If not, what viewpoints do you need to give up and what new ones do you need to adopt?

2. Looking at the list below of ways that collaboration can help you lead better, choose two areas in which you have the most room to grow.

   - Facilitating alignment
   - Working three dimensionally (360 degrees)
   - Improving results and teamwork
   - Minimizing risks
   - Developing your people
   - Improving employee engagement

3. What can you do to improve your performance in the two areas identified in question 2?

4. Who can be your wingman to support you in this growth effort?

FOOT STOMPER

Leading with courageous accountability requires a collaborative mindset toward working with people. Developing your team and guiding them to success is your primary responsibility. The payoff for this hard work is better results, higher morale, better engagement and retention, and next generation leaders who can take your place.
Chapter 9 – Collaborate—Learn to Engage

MISSION PREP

1. Do you regularly set aside time alone to think about your organization and people?

2. Are you proactively working to keep your team and individuals aligned by pulling issues through the filters of mission, vision, values, and strategy? Are you then engaging in healthy creative conflict discussions?

3. Are you having regular dialogue with your people? Do you know how they are doing? Are they getting support to include regular encouragement and constructive feedback on their progress?

4. Are there areas where you are uncomfortable, resulting in procrastination on decisions or actions? What would it take for you to lean into the pain and courageously engage the issues?

5. Who can be your wingman to support you in this growth effort?

FOOT STOMPER

Collaboration improves alignment and increases employee engagement. Be intentional and proactive. Take into account each individual’s unique style and differences as you engage them with dialogue to support, encourage, evaluate, guide, correct, and give ongoing feedback. It will take courage at almost every step. Be courageous to do your duty, and you will be rewarded with loyal followers and ongoing success.
Chapter 10 – Closeout: Celebrate (or Confront) and Critique

MISSION PREP FOR CLOSEOUT: CELEBRATE

1. What about you? Are you reticent to celebrate? If so, which barrier(s) do you need to overcome?

2. Are you providing affirmation and enthusiastic, positive feedback to your folks as they achieve their goals? What could you be doing to better affirm and value your people?

3. Are you willing to ask your folks to give objective feedback on how well you are doing in this area? Ask them, “On a scale of 1-10, how well do you think I’m doing on giving positive feedback and affirming your success?”

4. How about team successes? Ask, “On a scale of 1-10, how are we doing in celebrating as a group?”

MISSION PREP FOR CLOSEOUT: CRITIQUE

1. What made this mission or operation so successful? What worked well?

2. What could we do differently next time to improve the process?

3. What could we add or take away from the Courageous Accountability Model to improve our use of it in the future?

FOOT STOMPER

Good leaders courageously celebrate individual and team successes. They recognize that celebrating is essential for good morale and employee engagement. They also courageously confront poor performance and hold themselves and others accountable—with clear consequences for poor performance, failed promises, broken commitments, and inappropriate behaviors. Failure to appropriately confront and hold people accountable is an abdication of responsibility that lowers standards, discourages good performers, and deprives poor performers of the consequences that can help them grow.
Leadership Development Services from Leading with Honor®

After reading Engage with Honor™, we recommend ongoing training to build upon the Courageous Accountability Model. We’ve trained some of the best leaders, teams, and organizations worldwide to lead with character, courage, and commitment to drive better results and success.

By using content from Leading with Honor, Engage with Honor, and our behavioral assessment services from Leadership Behavior DNA™, our team uses a mix of learning styles and methodologies to maximize learning and retention such as –

- Traditional training instruction
- Team breakouts
- Large group Q&A and exercises
- Interactive visuals
- Printed training guides
- Various digital technology solutions

We create a custom learning process with each client to ensure that the training experience is remembered and applied.

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