

LEADING with HONOR

Leadership Lessons from the Hanoi Hilton

LEADER GUIDE

Sample



TABLE OF CONTENTS



Introduction	5
Book Overview	6
What the Leader Needs to Know	7
Session 1: KNOW YOURSELF	11
Session 2: GUARD YOUR CHARACTER.	17
Session 3: STAY POSITIVE	25
Session 4: CONFRONT YOUR DOUBTS AND FEARS	31
Session 5: FIGHT TO WIN	37
Session 6: BOUNCE BACK AND BE RESILIENT	43
Session 7: CLARIFY AND BUILD YOUR CULTURE.	51
Session 8: OVER-COMMUNICATE THE MESSAGE	57
Session 9: DEVELOP YOUR PEOPLE	63
Session 10: BALANCE MISSION AND PEOPLE	69
Session 11: BUILD COHESIVE TEAMS.	75
Session 12: EXPLOIT CREATIVITY	83
Session 13: TREASURE YOUR TRIALS AND CELEBRATE YOUR SUCCESSES.	89
Session 14: FREE THE CAPTIVES	95
Appendix	101
Leader Resources	105
Suggested Schedules for Each Format.	106
Leader’s Responsibilities.	108
Getting Started	109
Leading the Group	110

WHAT THE LEADER NEEDS TO KNOW



The *Leading with Honor Training Program* contains 14 sessions. Each session is a chapter in the book, and we recommend allowing up to 1 hour for each session.

Session Format

Each session follows this suggested format:

Section	Duration	Group Type	Group Size
Welcome & Agenda Review	5 Minutes	Large Group	All Participants
<ul style="list-style-type: none"> Stating this session’s primary lesson 			
POW Experience	10 Minutes	Large Group	All Participants
<ul style="list-style-type: none"> Connecting with the emotion and reality of the POW story 			
Leadership in Your World – Application Here and Now	20 Minutes	Small Group	4-6 Participants
<ul style="list-style-type: none"> This section is designed to generate discussion around personal experiences that group members can share for the benefit of all. In Sessions 1-3, we provide a “Leaders Go First” recommendation for the group leader to model transparency and share a personal example relevant to the chapter topic. These can be positive or negative examples of the session’s leadership lesson. In Sessions 4-14, the “Leaders Go First” section changes to “Leaders Develop their People.” The intent is to have participants, rather than the leader, begin this section and model transparency by sharing a personal example of their own successes and failures related to the session topic. 			
Optional Activity	10 Minutes	Small Group	4-6 Participants
<ul style="list-style-type: none"> Working on a team-building exercise that reinforces the primary lesson 			
Coaching Questions	5 Minutes	Small Group	4-6 Participants
<ul style="list-style-type: none"> These questions are the same as those in the book and are designed for individual reflection; they should be completed before the session begins. Use this section as needed to expand on the lesson. 			
It’s Your Mission – Action Steps	10 Minutes	Large Group	All Participants
<ul style="list-style-type: none"> This section is designed to help participants to review and remember the key “foot stomper” point and create a simple, relevant action step for application. 			

Meeting Format Options

This program is easily adaptable to a wide variety of presentation formats that are listed and described on page 106. Please be aware that groups of more than 10 people tend to stifle conversation and makes the sessions less effective. **Consider breaking large groups into smaller segments of 4-6 people. Ensure the leader of each small group has this guide and is prepared in advance to lead.**

Regardless of the format you choose, we believe the material will make a powerful impact on your team. All of these formats assume the participant has read the relevant chapters and completed the coaching questions in the book in advance.

Leader Preparation and Training

Important leader details are provided in the Appendix. Please review them as you prepare your training program:

- **Leader's Responsibilities** (page 108 following the Appendix) – This section shares the three primary expectations for you as a training group leader.
- **Getting Started** (page 109 following the Appendix) – This section outlines practical tips and checklists for organizing your training, ordering materials, and more.
- **Leading the Group** (page 110 following the Appendix) – This section provides seven foundational tips to successfully leading your group.

Training Program Resources

Several helpful digital resources are provided online at FreedomStarMedia.com/Training to make your training program more creative and successful:

- **PowerPoint® presentation** – Allows you to visually present each session.
- **Video clips** – Available clips to supplement your training program include Lee Ellis's POW experience, media interviews, and speaking engagements.
- **Courage Challenge Cards** – A pocket card designed to help a leader to stay focused on engaging others instead of withdrawing or dominating.

LEADING with HONOR

Leadership Lessons from the Hanoi Hilton

Session 1: KNOW YOURSELF

Leader Instructions:

- Read pages 9-15 of the *Leading with Honor* book to prepare for the first session. Have the materials, video clips, and PowerPoint presentation ready before the session.
- Welcome the team, and review the basic agenda.
- For large groups, consider breaking into small groups at the appropriate time. See “What the Leader Needs to Know” on page 7 for additional information.
- Lead the discussion for each section following the “▶” prompts.
- The times provided are suggested to keep the session on track, but feel free to create your own times as needed. Important—please ensure you leave enough time to complete the “It’s Your Mission” section. It summarizes the key lesson for the participants and recommends an action step to implement it.
- At the end of this session, give the group instructions for the next training session.

Personal Reminders/Notes:

Welcome & Agenda Review

5 Minutes

Large Group

All Participants

Welcome the group and lay out the agenda for your time together. Remember to emphasize reflection and self-awareness. The goal is to be authentic and real. Set the tone by being honest, transparent, and vulnerable so others will follow.

▶ Say:

The leadership lesson in this session is to know yourself. Try to internalize this leadership lesson, and define what it means to know yourself in your own words. Here’s the perspective from *Leading with Honor* –

Authentic leadership flows from the inside out. You will be most successful and fulfilled when you clarify who you uniquely are in terms of purpose, passion, and personality, and then lead authentically from that core.

Today, we focus on the importance of knowing your core. In future sessions, we'll be working to become comfortable being more transparent and vulnerable about sharing your core strengths and struggles as a leader and team member.

POW Experience

10 Minutes

Large Group

All Participants

A Personal Note from Lee:

As you can read, the story begins with the tense moment of my shoot down and capture. While I was grateful for my training and preparation in these moments, I was suddenly faced with my authentic self—my strengths, weaknesses, values, and purpose. Having a realistic perspective of myself was a key to my survival.

► Ask:

1. What stood out to you in this story?

2. How do you think Lee's clarity of purpose served him during captivity?

3. What do you think Lee meant by the phrase "instead of doing so you can be," focus on "being so you can do"?"

GROUP LEADERS: In your own words, compose a question related to this story and ask the group to answer it.

**Leadership in Your World –
Application Here and Now**

20 Minutes

Small Group

4-6 Participants

► Leaders Go First –

As the leader for this session, share an example of how operating in alignment with your core purpose, passion, and personality helped you successfully navigate rough waters (or when lack of alignment in these areas hurt you during a challenging time).

► Ask:

- 1. Who will share their own personal example of how operating in alignment with your core purpose, passion and personality helped you navigate rough waters (or when lack of alignment in these areas hurt you during a challenging time)?** **If no one responds, ask someone to share about working for a manager who was or was not so aligned.*

- 2. What is a current task or project that would be more successful if you had a better understanding of yourself and/or your team? Why?**

- 3. Regular self-reflection is becoming a lost art, but it's essential for successful leadership development. What are the benefits of regular self-reflection of your core purpose and passion?**

- 4. To what degree do you understand your personality strengths and struggles? What are some ways to fully understand your personality strengths and struggles?**

Optional Activity

10 Minutes

Small Group

4-6 Participants

Activity:

Leading with Honor Assessment

Purpose:

The purpose of this activity is to learn more about your natural leadership style; then, through the entire process of this group training, you will learn more about your individual strengths and struggles as a leader and how they're different from others strengths and struggles. We encourage you to build a list of personal strengths and struggles as you go through the training. Doing this will help you be more objective vs. subjective in your personal evaluation of your leadership.

Instructions:

Ask each participant to take the Leading with Honor Assessment at LeadingWithHonor.com prior to this first meeting. Ask them to bring their results with them to the training session.

After getting into small groups, ask each individual to share the results with their team members, share their thoughts about the results, and then compare the similarities and differences among each other.

Please Note: Prior to reviewing your results, be fully aware that leaders come from all personality styles. For additional reading on this point, go to the Training section of LeadingWithHonor.com and download the Adams and Jefferson article.

Coaching Questions

5 Minutes

Small Group

4-6 Participants

► Ask:

You read and answered the Coaching Questions independently in your book before the session. Let's take a few minutes to share a couple of insights. Who will share an insight from the Coaching Questions? *(If no one has input, choose a question from below that resonates with you, be transparent and share your response with the group.)*

One of the goals for the coaching in this book is to help you become more aware of your true self. Begin that process using these questions.

Respond to these questions and write down your most honest answers:

- 1. Consider Your Purpose. As best you can discern, what on earth were you created to do? What are your primary goals in life? Capture in one sentence what you would like your legacy to be.**

2. **Connect with Your Passion.** What activities are so satisfying that you look forward to doing them? When do you feel as if you're in "the zone"? What types of environments make you feel perfectly at home?

3. **Clarify Your Unique Personality Talents.** What are your innate personality strengths? What are your natural struggles? How will these strengths and struggles impact your career and leadership choices?

It's Your Mission – Action Steps	10 Minutes	Large Group	All Participants
---	-------------------	--------------------	-------------------------

► **Say** (*in your own words*):

All stories, discussion, and activities have been designed to help you focus on the importance of knowing yourself. Of all the discussion during today's session, let's hear from each small group two of the most valuable things you learned.

(Take 3-5 minutes for this section.)

► **Say** (*in your own words*):

Now, it's your mission to put these insights into practice. To help bring these leadership lessons to life, take a few minutes to review the "foot stomper" and answer the final three questions in your participant guide.



Foot Stomper: Authentic leadership flows from the inside out. You will be most successful and fulfilled when you clarify who you uniquely are in terms of purpose, passion, and personality, and then lead authentically from that core.

1. **Considering all of the material covered, what new awareness or insight about yourself have you gained?**

2. Is there any action you should take? If so, what is your next step?

3. Who will help encourage you and hold you accountable?

Reminders for the Next Session:

► **Say:**

Read Chapter 2 of *Leading with Honor* and complete the coaching questions at the end of the chapter in advance.

This training course is built around the rhythm of –

Read > Reflect & Relate > Respond

This process is critical to get the most out of the course. Reflection is not easy since most of us are overwhelmed with information and activity each day, but a time of quiet reflection is essential for successful leadership. As you read, reflect on parallels to your experience both past and present and how these stories and lessons relate to your life and work. Be prepared to respond with how these experiences impacted you and those around you—positively or negatively.