

GROUP TRAINING GUIDE

SAMPLE

ENGAGE WITH HONOR



**BUILDING A CULTURE OF
COURAGEOUS ACCOUNTABILITY**

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Introduction

This is a course in honor and leadership. Drawing on the principles found in the book *Engage with Honor* and his experiences as a POW, Lee Ellis introduces a new model to build a culture of Courageous Accountability.

In 1973, America welcomed home Capt Lee Ellis and his fellow prisoners of war. During his 1,955 days of captivity in the Hanoi Hilton prison system, Lee served under some of the most highly qualified and best trained officers America has ever sent to war. For 24 hours a day, seven days a week for 65 months, he watched these men suffer torture and deprivation of the worst kind and courageously continue to lead with honor.

How did American military leaders in the brutal POW camps of North Vietnam inspire followers for six, seven, and even eight years to remain committed to the mission, resist a cruel enemy, and return home with honor? What leadership principles were practiced and what can we learn that will help us in today's culture?

The training guide shares specific ideas on how to engage with honor by focusing on honor's guardian companion—accountability. While it is a self-study and results will vary for each person, maximum benefit will come from sharing your insights with others in a group setting. **Development occurs best in community,** because changing behaviors is very difficult on our own and growth is all about changing behavior!

Through this process, you will begin to understand the specific steps that link honor and accountability. We hope you will come to understand and appreciate the daily struggle and courage it will take to lead and engage with honor. **The development of leaders (present and future) is a central theme. Consistent with this theme, it is our hope that each participant will gain knowledge and insight and walk away from this process with two or three specific goals for their own personal development.**

Thank you for your willingness to pursue (and help others discover) how to engage with honor. By going through this training process, you are committing to a struggle—the kind of struggle that brings growth and great rewards! We are grateful for the investment you are making to take your leadership to the next level.

There are several resources available online at www.LeadingWithHonor.com/Engage to help reinforce your team discussion, including video clips, leadership case studies, supplemental training tools, and more. Let us know how we can help.

Best wishes to you and your team as you grow together—to Engage with Honor!

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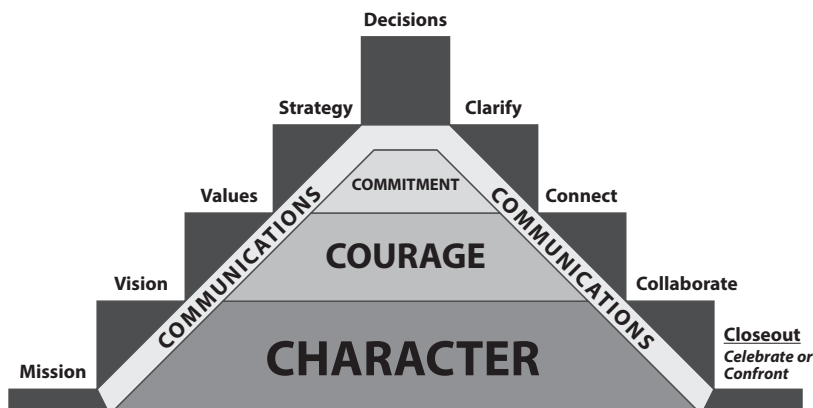


Training Guide Overview

This training guide is designed as a group study assisting leaders and teams to grow to a higher level of performance and is based on the book, *Engage with Honor*. **The book should accompany this training guide and should be used by each participant. If you do not have a copy of the book, contact your group facilitator or visit the website at www.LeadingWithHonor.com/Engage.**

The guide is built around the proven 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.

- » **The first section of the book and guide (Chapters 1-3) is about the struggle for honor.** These first sessions start with a frank discussion of the critical failures in honor that surround us all and the natural laws that link these failures to accountability. It introduces the Courageous Accountability Model™ as a practical method of linking honor and positive accountability, and examines a few key concepts such as leading from the heart, uncertain complexity, and corporate cultures.
- » **The second section of the book and guide (Chapters 4-11) unpacks the Courageous Accountability Model.** It begins with the core of the model: Character, Courage and Commitment. The section explicitly links these values to effective communications, then progresses through the rest of the model: Clarify, Connect, Collaborate, and Closeout (Celebrate or Confront).



- » **In each chapter of the book, there are stories from the POW camps, including some of the author’s personal experiences.** To aid memory retention and application, practical principles, examples, and business case studies are discussed.
- » **The book has a Mission Prep Reflection in each session to help you personally apply the desired learning objectives introduced.** We have extracted those questions and placed them in the appropriate session in this training guide, but with additional points of emphasis. **Use the questions in the Mission Prep Reflection section of this training guide to record your reflections and responses as you prepare for each upcoming group session.**
- » **In flight school, when an instructor stomped a foot, or simply said, “This is a foot stomper,” the students knew they had better pay attention, because what followed was likely to appear on the test.** In the book, a “Foot Stomper” is included in each chapter that summarizes that chapter’s key points. It is intended to make it “sticky,” enable easy recall and, ultimately, help you successfully face the leadership tests in your life. In this guide, we use the Foot Stompers to train you on the main point of each chapter. At the end of each training session, the Foot Stomper should be clearly understood.

Note that we have intentionally shown the word *dishonor* as “dis-honor” to emphasize the prefix associated with honor in this instance (the “Dis” prefix meaning “apart,” “asunder,” “away,” “utterly,” or having a privative, negative, or reversing force).



What You Need to Know

The *Engage with Honor Group Training Guide* contains 11 sessions. Each parallels a chapter in the book and lasts approximately 60 minutes with an additional 15 minutes in the optional Dig Deeper section. The following is a suggested format for each session.

| Session | Duration | Group Type | Group Size |
|--------------------|----------|------------|------------|
| Welcome & Overview | 5 min | Large | All |

You will cover the purpose of the session, desired learning objectives, and “foot stompers” to be covered.

| | | | |
|-------------------------------|-------|-------|-----|
| Video Clip & Message from Lee | 5 min | Large | All |
|-------------------------------|-------|-------|-----|

This initial discussion focuses on the central theme of the session using a video message from the author, Lee Ellis.



| | | | |
|-------------------------|--------|-------|-----|
| Mission Prep Reflection | 10 min | Small | 4-6 |
|-------------------------|--------|-------|-----|

This first discussion period in small groups will cover the Mission Prep questions found in each chapter of the *Engage with Honor* book as well as additional question insights provided. Prior to each session, participants will write their answers here and be prepared to share them with the group.

| | | | |
|------------------------|--------|-------|-----|
| Leadership Application | 20 min | Small | 4-6 |
|------------------------|--------|-------|-----|

This discussion will challenge the group to think critically about how they have and will apply lessons of the session in their personal lives and work.



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| | | | |
|---------------------|---------------|--------------|------------|
| Action Steps | 15 min | Large | All |
|---------------------|---------------|--------------|------------|

The group will share takeaways from the session and discuss practical steps to apply the covered objectives. The group will review available resources and the reminders for the next session.

| | | | |
|------------------------------|---------------|--------------|------------|
| Dig Deeper (Optional) | 15 min | Small | 4-6 |
|------------------------------|---------------|--------------|------------|

These optional activities are uniquely designed to exercise the small group dynamics and further explore the concepts related to the session.



Training Format Options

This course is easily adaptable to a wide variety of presentation formats that are listed and described below. Ideally, all training would be completed in a small group setting. Knowing group sizes may vary from organization to organization, you will need to vary how you apply the structure. For example, if your group consists of five participants, you would probably not separate into smaller groups. If you have eight or nine, you may want to consider it. Your facilitator will confirm the format that you have chosen for your training.

All of these formats assume the participants have read the relevant chapters and completed the **Mission Prep Reflection** questions in the training guide in advance.

- » **Format 1. Eleven-Week Training:** Cover the entire book in 11 sessions. The sessions can be scheduled as weekly or bi-weekly meetings.
- » **Format 2. Six-Week Training:** Cover the book in six sessions—two chapters per session. The sessions can be scheduled as weekly or bi-weekly meetings.
- » **Format 3. Two-Day Training Event:** Cover the entire book in two days. This can be used as a weekend corporate retreat, board meeting, or in-house training session.
- » **Format 4. Selective Sessions on Key Topics:** Cover the most relevant topics for your team. Though we recommend training on each topic provided in the book, you may want to create a personalized set of sessions that is most relevant to the needs of your team.

We Want Your Feedback!

After completing your training course, please take a moment and give us some feedback on this training guide, your selected meeting format, and outcomes. We sincerely appreciate your input in helping us continually improve this training.

Submit your feedback at www.LeadingWithHonor.com/Contact.

Reminders for the First Session

- » Please read **Chapter 1** of *Engage with Honor*. Then, on pages 16-17 of this training guide, write out your answers to the **Mission Prep Reflection** in advance of the next session. In addition to the original questions in the book, we've also added additional insight questions to answer.
- » Before the next session, please download and print a free copy of the **Honor Code** online at www.LeadingWithHonor.com/Engage, and bring it with you to discuss with your group.



This training guide 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.

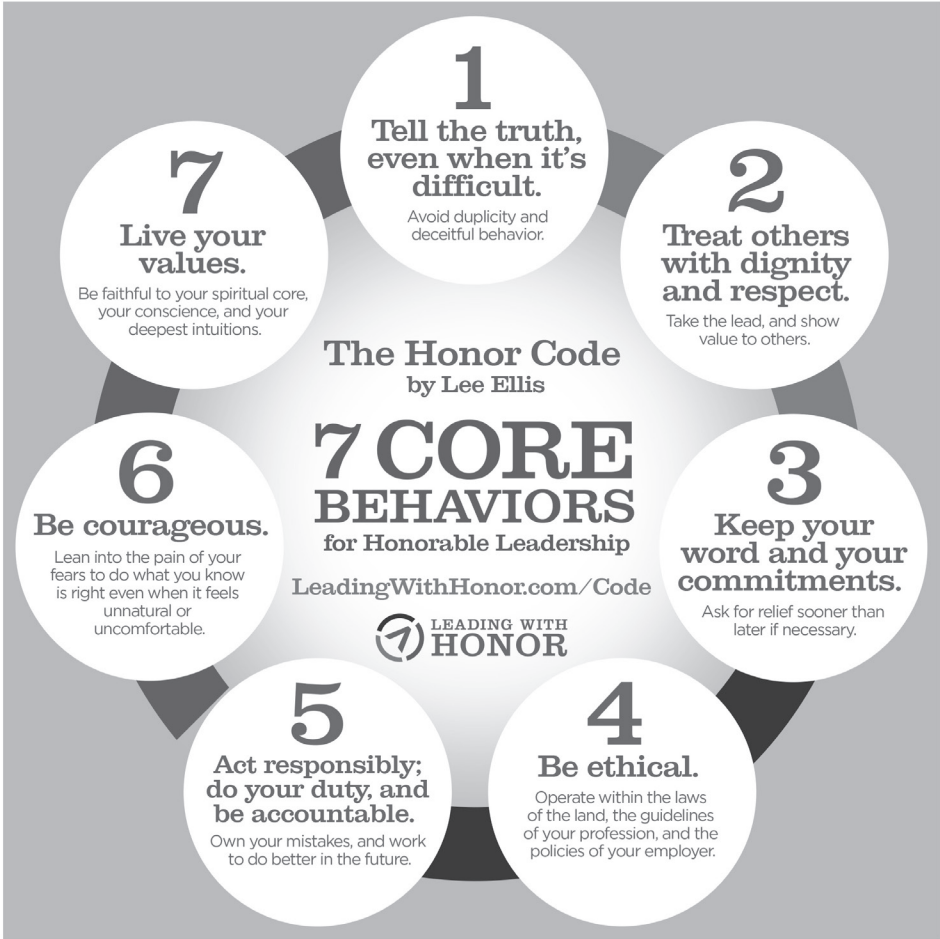
SECTION 1



The Struggle for Honor

It seems that citizens of the entire civilized world are crying out, “Where is the honor?” Why are so many unwilling to keep their commitments? Why do we see so many shamelessly put their own self-interests above their constituents, their customers, their organizations, their teammates? Where are those who are willing to make sacrifices to keep their word and honor their commitments?

As we move into the three sessions of Section 1, we’ll look at the costs of dis-honor, the battle for honor, and the role of accountability in helping us preserve honor and achieve true success. I trust that you will see the need for honor, the way forward, and the rewards of engaging with honor and its guardian companion, courageous accountability. We’ll also explore some foundational principles like the ones shown here in the Honor Code.



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SESSION 1



Critical Failures in Honor

"In the concentration camps...in this living laboratory and on this testing ground, we watched and witnessed some of our comrades behave like swine while others behaved like saints.

"Man has both potentials within himself; which one is actualized depends on decisions but not on conditions."

*~ Viktor E. Frankl
WWII Holocaust Survivor*

Welcome & Overview

5 min

Large

All

The purpose of this session is to come to an understanding of the value and importance of honor to one's character and life while accepting a reality that negativity, pessimism, and dis-honor exist, creating a need for us to intentionally guard against them.

Here's the key **Foot Stomper** in this chapter –



"Honor cannot be assumed. The strongest and most courageous leaders in history have fallen short. Under pressure to look good, feel good, and gain power, our insecurities open the door for duplicity, fraud, and betrayal.

Dis-honor can be quickly rationalized away by 'good' people. We must believe that honor matters and be proactive to guard our character and set the example for others. Without courage and commitment, character fails."

Video Clip & Message from Lee

5 min

Large

All



Please watch the Engage with Honor coaching clip entitled "**Critical Failures in Honor**" found at www.LeadingWithHonor.com/Engage. In the video window, click the icon in upper left-hand corner to select from the video menu.

As you watch the clip, please underline or highlight any section in the transcript below that you believe is important to remember.

“Honor matters. What do you think causes good people to do dis-honorable deeds? How do you guard against dis-honorable behavior? Everywhere we turn, we see problems with honor. Character issues that can be compounded by the lack of accountability. Consider that three of the largest automakers in the world, one from Japan, one from Detroit, and one from Europe have had major honor violations in recent years. And it goes all the way from the highest office of the government, Washington D.C., to Wall Street, all the way to Main Street, and our neighbors...overstepping their authority, misusing power, cheating and embezzling. It’s a universal problem. We’re all capable of getting off course.

“The first step in any prevention or recovery program is always to admit that we are capable, vulnerable, and can be culpable. That’s why we must think ahead and with our vulnerability in mind, build guardrails to keep us on course. Accountability is one of the most important protections we have. Without character, courage, and commitment, and a good team around us to help us stay on course and correct back, we will drift off course and not be able to maintain our honor.

“Remember this chapter’s foot stomper. Honor is not automatic—it cannot be assumed. Our human DNA has a mutant strand that craves power, position, and prestige, and in general, a desire to have whatever we want – especially more and better than others have. The strongest and most courageous warriors in history have fallen, but you and I can win this battle when we truly believe that honor matters and then act accordingly.”

| | | | |
|-------------------------|--------|-------|-----|
| Mission Prep Reflection | 10 min | Small | 4-6 |
|-------------------------|--------|-------|-----|

After reading Chapter 1 in the Engage with Honor book, please answer the following questions using the spaces provided below. As you respond here, be thinking about what insights you would like to share in the small group setting.

1. Do you agree that we are all capable of dis-honorable behavior? **What are some of the ways you have seen honor violated in specific situations in your professional or personal life?**

2. Have you ever done something dis-honorable? How did it turn out? What would you do differently now? **What was the impact on you? Others?**

CRITICAL FAILURES IN HONOR

3. What do 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?

| | | | |
|-------------------------------|---------------|--------------|------------|
| Leadership Application | 20 min | Small | 4-6 |
|-------------------------------|---------------|--------------|------------|

Please reflect on your own strengths and struggles, and think about how honor plays a role in your daily life at home and work.

Honor cannot be assumed. The most courageous leaders in history have fallen short. Neglecting one's duty and pursuing selfish choices is part of the human condition.

What parallels do you see in your own work? Personally, what is your biggest challenge and why?

When honor fails and there is a lack of accountability, the loss undermines the culture and the structure of the organization.

What resolute items (must dos) have you embraced at home? At work?

You and I can win this battle if we truly believe honor matters—and we are diligent to hold ourselves accountable.

Share strategies you have adopted to navigate difficult situations or engage people that did not align with your core values.

| | | | |
|---------------------|---------------|--------------|------------|
| Action Steps | 10 min | Large | All |
|---------------------|---------------|--------------|------------|

Considering the key points learned and discussed in this session, please answer the following questions.

1. What are your two biggest takeaways from this session?

2. Are you convinced that honor is a daily struggle? If so, how will you maintain your core values at home and work and apply what you have learned?

| | | | |
|------------------------------------|---------------|--------------|------------|
| Dig Deeper (The Honor Code) | 15 min | Small | 4-6 |
|------------------------------------|---------------|--------------|------------|

Lee describes one of his “homes” for nine months as a small six-and-a-half-foot by seven-foot cell at Hỏa Lò prison. There, the military “Code of Conduct” became a companion and guidepost.

Using tape placed on the floor, your leader will simulate the size of that cell in Hanoi. Move your small group inside of the “cell” and take turns reading and discussing the new “Honor Code” that can be downloaded at www.LeadingWithHonor.com/Engage.

1. Which part of the code seems to be the most challenging? Why?

CRITICAL FAILURES IN HONOR

After 5 minutes, return to your seats and discuss the following:

2. Discuss the Vietnam conditions of captivity. How is maintaining honor different when facing the emotional pain and stress of challenges in our normal lives at work and home?

Reminders for the Next Session

- » Please read **Chapter 2** of *Engage with Honor*. Then, on page 23 of this training guide, write out your answers to the **Mission Prep Reflection** in advance of the next session. In addition to the original questions in the book, we've also added additional insight questions to answer.
- » Additionally, please review a free copy of the **Resiliency Checklist** online at **www.LeadingWithHonor.com/Engage**, and be prepared to discuss it with your group.



This training guide 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.