



CONNECT

CONNECT. COLLABORATE. LEAD.

Leading To Engage Program Workshop Activation Guide

LEADING TO ENGAGE PROGRAM WORKSHOP ACTIVATION GUIDE

FACILITATORS



BLAINE BRACKETT

Senior Director, Client Success

blaine.brackett@practicingexcellence.com



SAM HICKERT

Program Manager

sam.hickert@practicingexcellence.com

INSTRUCTIONS

Please download a copy of this Activation Guide. Open the downloaded file and use it as a companion tool for the Leading To Engage Program Workshop. The form is fillable and allows you to type directly onto the page.

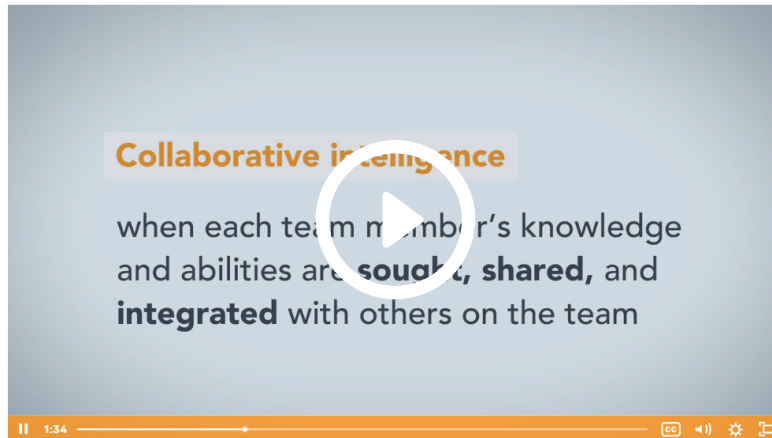


REFLECTION: LIGHT MY FIRE

Think about someone in your professional career who lit your fire. How did they do it? Use Slido to share words and phrases that come to mind.

When was the last time you lit someone else's fire?

LEADING TO ENGAGE CERTIFICATION PROGRAM



PROGRAM SUMMARY

Written and presented by retired Army Lieutenant General, CNN National Security Analyst, author, and leadership expert Dr. Mark Hertling, the *Leading to Engage* program is a leadership development initiative designed for managers and leaders, including physicians, nurses, clinical staff, administrative personnel, and both seasoned and emerging leaders, to enhance engagement with their teams and improve their overall leadership effectiveness.

After completing the program, leaders will walk away with highly advanced leadership skills in modeling positive behaviors, fostering engagement through clear communication, and adopting a growth mindset. They will also develop practical strategies for conflict resolution and cultivating an environment that encourages team collaboration and accountability.

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LEADERSHIP IN ACTION

INSTRUCTIONS

Fill out the answers to the prompts in the corresponding boxes below to complete the Leadership Matrix.

BOX ONE



How do I inspire others?

LEADERSHIP IN ACTION

INSTRUCTIONS

Fill out the answers to the prompts in the corresponding boxes below to complete the Leadership Matrix.

BOX TWO



In what areas do I need to grow or improve to become a more effective leader?

LEADERSHIP IN ACTION

INSTRUCTIONS

Fill out the answers to the prompts in the corresponding boxes below to complete the Leadership Matrix.

BOX THREE



What do I do to empower others?

LEADERSHIP IN ACTION

INSTRUCTIONS

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BOX FOUR



Where am I placing blame and making excuses?

LEADERSHIP HABITS TO START TODAY LEADING TO ENGAGE WORKBOOK SUPPORT

SUMMARY: Tapping into team intelligence by fostering collaboration, psychological safety, and encouraging idea-sharing across all levels is pivotal. Involve your teams in problem-solving, promote open communication, and spread innovative ideas for better engagement and effectiveness.

CHALLENGE:

Start integrating this question into your team meetings/huddles weekly:

What is something you want fixed that's not getting enough attention from me?

Based off of the level of psychological safety on your team, you may get no answers at first. Keep trying and see how the question starts to transform the conversation.

REFLECT (SELF):

How would you rate the level of psychological safety on your team on a scale of 1 – 10? (1 being the least psychologically safe and 10 being the most psychologically safe possible)

1 2 3 4 5 6 7 8 9 10

COMMIT (TEAM):

Ask your team to rate the level of psychological safety they experience being on your team. You can do this by asking them for a 1-10 rating or by asking them a series of questions. Consider doing this anonymously via a survey or by printing out a sheet in the form of a checkbox, having them fill it out, and return it in a box so that people feel comfortable voicing their true opinions. We have provided you with the questions in the checkbox form to help get you started.

1. Do you feel it's safe to take risks and express your opinions or concerns within the team?

☐ YES ☐ NO

I'd feel safer if:

2. Do you feel comfortable asking for help or admitting mistakes without fear of negative consequences?

☐ YES ☐ NO

I'd feel more comfortable if:

3. Do you believe your contributions are valued, and do you feel respected by your team members?

☐ YES ☐ NO

I'd feel more valued and respected if:

LEADERSHIP HABITS TO START TODAY LEADING TO ENGAGE WORKBOOK SUPPORT

Choose a gratitude idea from the list below.

Thank you letter to team member's loved ones

The intention of the letter is to show how grateful you are for your team member by instilling pride and gratitude in their family members. Elements of the letter should include what it means to the team, patients, and yourself to have their loved one on your team. Think of specific actions or memorable moments where the team member made a difference, and express gratitude for sharing their loved one with the team. Consider sending this to your team member's spouse, partner, children, or other loved one over the holidays.

Challenge coins

Watch [Tip #3: Gratitude For Others](#) with your team to introduce Challenge Coins. Then, choose your own "Challenge Coin" for your team. Make sure when the "coin" is given, it is meaningful. Consider developing your own game of "being caught without your challenge coin" on your team.

Volunteer to help others

Volunteering your time is a meaningful way to express your gratitude, and asking others to volunteer to do something shows your confidence in their abilities... and it gives them a chance to shine. What could you volunteer to help with today? Who could you tap on your team to volunteer to do something they would love that would also give them the chance to shine?

Make a personal phone call

When is the last time you carved out 10 minutes to call someone up and give them a personal thank you? Commit to making a phone call to recognize someone for the difference they are making. Consider making this a common practice on your commute to and from work or on your morning walk.

Time blocking for gratitude

Block out 10 minutes every day on your calendar to express gratitude towards someone. Use this time to make phone calls, round, write texts, hand-written notes, buy someone a coffee – whatever this looks like. Build it into your daily routine.

Gratitude journaling

Implement a daily gratitude reflection into your day. Every day, write down three things you are grateful for. Consider purchasing a gratitude journal, using a notebook, a Word document, or a notes app on your phone or computer. It doesn't matter what you use, the consistent commitment is the key.

10 second gratitude framework

I am grateful you did _____ because it allowed me to _____ .

This framework is powerful for expressing gratitude. It not only shows your teammates gratitude for what they did, but gives them a sense of purpose because they gave their leader the time and space to do something else.

ACTIONS THAT ALIGN WITH THE LEADER I WANT TO BE LEADING TO ENGAGE WORKBOOK SUPPORT

SKILL BUILDER EXERCISES

Level-Headed Leadership Tactics

Review the five tactics to practice when becoming a more level-headed leader listed below:

1. Staying consistent with your words and actions, regardless of your mood.
2. Practicing curiosity and exploring others' viewpoints more often.
3. Knowing how and when to give effective feedback.
4. Looking for solutions instead of dwelling on problems.
5. Continually striving for better understanding, more knowledge, and greater self-awareness.

Which one are you the best at?

Which one is the greatest opportunity?

When becoming the leader you want to be, using the 5 tactics, where will you dedicate your time and what will that look like in practice?

ACTIONS THAT ALIGN WITH THE LEADER I WANT TO BE LEADING TO ENGAGE WORKBOOK SUPPORT

SKILL BUILDER EXERCISES

Essential Questions for Effective Team Leadership and Collaboration

When performing a “gemba” walk or beginning a 1:1 with your team, ask them these questions. Print this page and hang it on your desk or laminate it and take with you to remember. See how many “whys” you can ask after they respond. This will allow you to get past the surface and into the deeper understanding of your team. It will feel uncomfortable at first, but keep trying!

WHAT'S WORKING WELL?

1. What was the best thing that happened with a patient this week?
2. What are you grateful for?
3. When you're home and think about work, what makes you smile?

WHO SHOULD BE RECOGNIZED FOR THEIR PERFORMANCE?

1. Who provided help to you this week?
2. Who do you like to work with and why?
3. Who is the person you count on when things are difficult?

WHERE CAN WE IMPROVE?

1. Is there a system/process that makes it difficult for you to do your job?
2. Do you have the tools/equipment you need to do your job?
3. Tell me one thing that you might be able to do in your role to increase our patients' experience or perception of care?

HOW DO YOU FEEL ABOUT THE WAY WE ARE DOING THINGS?

1. What is the greatest aspect of being an employee here?
2. When do you feel best/most successful about your work?
3. What is the most important part of your work?
4. What would you say to someone thinking about working at your organization?

ACTIONS THAT ALIGN WITH THE LEADER I WANT TO BE LEADING TO ENGAGE WORKBOOK SUPPORT

SKILL BUILDER EXERCISES

Leader 360

Part of mastering our bearing is gathering feedback from those who are around to witness our presence. When was the last time you asked your team for feedback on how they feel about you as a leader?

Ask your team to complete a review of your leadership using the Leader 360 approach. Complete the outline below and use it to plan, execute, and evaluate your review.

Step 1: Define And Articulate Your Objectives

What does “great leadership” look like in your organization? You want to make sure everyone evaluates leadership based on the same criteria.

What is the purpose of the 360-degree feedback initiative? You want to clearly articulate what you will do with this feedback and how it will help.

Step 2: Choose Your Questions

What questions will you ask your team? Create or choose feedback questionnaires and criteria that align with the competencies you want to assess. Ensure these are measurable behaviors.

Step 3: Organize And Plan

What methodology will you use for administering feedback?

What is your timeline for sending, receiving, and following up on feedback?

- I will complete writing the survey on:
- I will send the survey on:
- I will send the survey to:
- The due date for completing the survey will be:
- My follow-up on action I will take based off of the feedback I receive will look like:

ACTIONS I WILL TAKE TO DEVELOP OTHERS INTO LEADERS LEADING TO ENGAGE WORKBOOK SUPPORT

SKILL BUILDER EXERCISES

Socratic Method

The basic principle of the Socratic method, applied to leadership, is to never tell your team something that you can ask them. Leaders of high-performing teams seek to not give them the answers, but instead ask the questions that will help them find the solution.

Here is a helpful list of “Socratic Questions” you can start practicing with your team. Print out this list and have it ready on your desk as you prepare for leading team meetings, huddles, or 1:1 conversations.

SOCRATIC QUESTIONS

CLARIFYING THINKING AND UNDERSTANDING:

- What is the problem we are trying to solve?
- Can you give me an example?
- What do we already know about this?

PROBING ASSUMPTIONS:

- What would happen if...?
- Is that always the case?
- What could we assume instead?

EXAMINING EVIDENCE AND RATIONALE:

- What do you think is the best approach?
- What evidence is there that supports or refutes?

CONSIDERING ALTERNATIVE PERSPECTIVES:

- Are there any alternatives?
- What is the other side of the argument?
- Who would be affected and what would they think?

CONSIDERING IMPLICATIONS AND CONSEQUENCES:

- What would be the consequence of...?
- What if you are wrong?
- If we say yes to this, what are we saying no to?

QUESTIONS ABOUT THE QUESTION?

- Are there any other questions we need to ask?
- Why is this such an important issue?

ACTIONS I WILL TAKE TO DEVELOP OTHERS INTO LEADERS LEADING TO ENGAGE WORKBOOK SUPPORT

SKILL BUILDER EXERCISES

Dream Session

Facilitate a “dream session” with your team. Carve out 10-20 minutes in a team meeting for your team to write down their dreams for next year, ignoring any perceived constraints or lack of resources.

DREAM SESSION NOTES:

WHERE DO I NEED TO SHIFT MY MINDSET LEADING TO ENGAGE WORKBOOK SUPPORT

SKILL BUILDER EXERCISES

Tackling Challenges

Leaders who navigate challenges with resilience and grace can inspire confidence and trust among team members. They create a culture where team members are engaged and ready for newer and more challenging tasks. Use the following framework with your team to begin tackling challenges in this way.

Identify a difficult challenge you are facing

Name the goal that you are trying to achieve

List the people you think would be best to handle it

What small tasks can contribute to accomplishing the bigger goal?

Who will do these small tasks?

Analyze how completing each small task will help accomplish the bigger goal

What milestones (including dates) will be tracked to ensure that the team is on the right path?

When will results be analyzed and autopsied?

WHERE DO I NEED TO SHIFT MY MINDSET LEADING TO ENGAGE WORKBOOK SUPPORT

REFLECT (SELF):

Take some time to reflect on your current “to-do” list using the Eisenhower Matrix below.

1. Spend 5 minutes writing down everything you need to get done in the next 7 days.
2. Organize tasks into the following four categories in the matrix: important and urgent, important and not urgent, urgent but not important, and not urgent and not important.
3. Analyze how you spend your time and reflect on how breaking down tasks in this way helps your clarity in leading your teams and responding to challenges.

	URGENT	NOT URGENT
IMPORTANT	DO Do these things today.	DECIDE Set a time to do these things.
NOT IMPORTANT	DELEGATE Who can do these things for you?	DELETE Do not do these things.

LEADERS DON'T HAVE THE RIGHT TO A BAD DAY

PRACTICING / EXCELLENCE /

THE LEADERSHIP MATRIX

BOX ONE

DAILY LEADERSHIP HABITS TO FORM TODAY

 How do I inspire others?

Encouraging words

Meaning what I say

Positivity

Meaningful action

BOX TWO

THE ACTIONS THAT ALIGN WITH THE LEADER I WANT TO BE

 In what areas do I need to grow or improve to become a more effective leader?

Delegation

Active listening

Growth mindset

Mentorship and coaching

BOX THREE

THE ACTIONS I WILL TAKE TO DEVELOP OTHERS INTO LEADERS

 What do I do to empower others?

Giving away ownership & accountability

Listen more

Making development plans

BOX FOUR

WHERE DO I NEED TO SHIFT MY MINDSET?

 Where am I placing blame and making excuses?

I don't have enough time

I don't have enough autonomy

What are my biggest takeaways from completing the Leadership Matrix?



LEADERSHIP PROMISE

Starting today, I promise to do more _____ and less _____.

I commit to being more consistent in _____.

I will stop making excuses for _____ and start

_____.

I promise to focus on what I can control by _____.

I will tap _____ on my team by giving them ownership on

_____.

I will give myself _____ to help develop myself to be the best leader I can be.

I will be known as a leader who _____.

I promise to light someone's fire by _____.