



A Guide for Leaders:

***Leading with Passion*, by John J. Murphy**

Includes printable worksheet for meeting participants

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Before holding your workshop on *Leading with Passion*, ask participants to contemplate and prepare answers to the following questions:

- First, think of an effective leader who truly inspires you. Be specific. What is it about this person that gets you feeling the way you do? How do he or she think, act, or handle stressful situations? What tendencies does this leader have under pressure? How does he or she view change, teamwork and life?
- What does it take to really inspire people today? Make a list. Be specific.

Provide copies of *Leading with Passion* to each meeting participant to serve as both a learning tool and a future resource to reinforce training ideas. Giving the book to participants prior to the meeting allows people to read the material, contemplate it, and come prepared for discussion. It also allows for an interactive study of the material.

In the workshop:

- Capture all inputs on a flipchart and discuss. Ask for specific examples. There will likely be many. Examples help participants translate theory and abstract ideas into practical behaviors. Use the book and printable guide to facilitate the discussion. Consider using an exercise, like the blindfolded Tinker Toy example in the book, to bring the discussion to life with an experiential simulation.
- Ask: Where are we modeling “Passionate Leadership?” How do we know?
- Where are we coming up short?

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- What adjustments do we need to make?
- Get a commitment from each participant to target one specific area for improvement.
- Set a time and date to follow up. Task each participant with coming back with one specific change he or she made and the results. Assign mentoring support as needed.
- Meet again in 4-6 weeks to exchange experiences and examples. Use education, coaching, teamwork and mentoring to address individual and team needs. Make this an on-going practice.

Discussion Questions

1. What are you meant to do? What are your natural talents and gifts? What truly inspires you? Do you feel inspired, genuinely enthusiastic and fearless about your work? Do you find your work a form of play? Is your heart in it? Is it soulful? When we are aligned with higher purpose, we feel joy and lighthearted. How joyful are you in your job?

2. How clear are you on what you want? How clear is your vision? How clear is this vision to your team and all stakeholders? Does your team share a collective mind? Are the metrics aligned and clearly visible to the team? Do you have a daily scoreboard? Are any obstacles to your desired state quickly identified and eliminated?

3. To what extent are you simplifying work rather than complicating it? How effectively are you leaning out wasteful steps and processes, designing in more self-management and self-service tools, and making it easier to do business? To what extent are you keeping people “out of the weeds” (unnecessary content) and focusing on what matters most (context)?

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4. Why do you do what you do? Why do your people do what they do? What value does it really add? Are your customers willing to pay more for these specific tasks and services? What if you were to send them an itemized bill for each job description? Is the work really meaningful? Are priorities straight? Is the team truly aligned around one clear mission?

5. To what extent are you leading with heart? To what extent is your team committing from the heart, not just agreeing from the head? Are you using emotional intelligence, courage and conviction to accomplish your goals, not just intellectual reason? How does it work for you?

6. How clear are you and your team on the facts? Do you have accurate data and intelligence on what you are doing and how well you are doing it? Are you credible? Assumptions can get us into trouble and frequently do. What assumptions are you making and how are you cross-checking them with facts and data. Give an example.

7. To what extent are you managing with “attention” and not just intention? Are you practicing “presence”? Are you clearly focused on what matters most—now? Are you aware of what is really going on in your arena? How do you know? What do your habitual patterns, behaviors and body language communicate to people?

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8. How are you demonstrating fearlessness, trust, and authentic empowerment? Be specific. Give examples. What methods, like Kaizen, are you using? How are you facilitating the removal of disempowering barriers to higher performance? What are the results? Share the data.

9. How are you fostering more imagination, creativity, and innovation in the workplace? What tools and techniques are you using to encourage and allow team members to “think outside the box” and take calculated risks to set new standards? Give an example.

10. What resources (e.g. books, audios, videos, social media, user-groups, benchmarking efforts, etc.) are you using to challenge status quo thinking? How are you developing yourself and your team as true thought leaders and practitioners? Can you recommend resources that will benefit the rest of the team? What is it about these specific resources and lessons learned that you find most beneficial, compelling and value-added? How exactly have they helped you?
