



*Leading  
While  
GREEN*

Leadership Course  
**Workbook**



**Welcome On Board!**

Use this hashtag:  
**#leadingwhilegreen**

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**NAME**



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While  
GREEN*

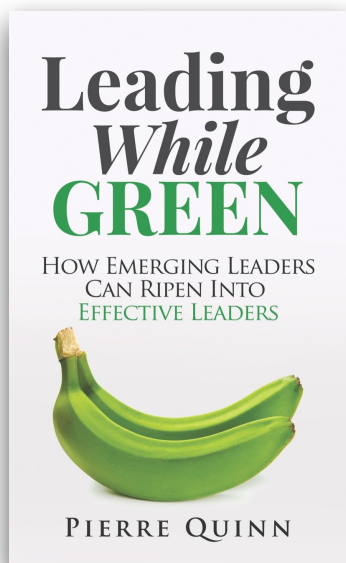
Leadership Course

**Lesson 0**

Course Introduction



My name is Pierre Quinn and I am on a mission to help others live, learn and lead with confidence. I'm a husband and a dad. I've held the titles of speaker, author, pastor, chaplain and professor. I've published a book that has allowed me to travel around the country teaching leadership and helping teams. I host the Leading While Green podcast.



One the biggest reason's why I created this course is that I know the feeling of sitting in the seat of influence but not knowing what to do. I want to help you and others like you learn to make a different no matter what stage of leadership or level of influence.



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**Lesson 1**

Leadership Defined

**In order to \_\_\_\_\_ as a \_\_\_\_\_  
you have to put in \_\_\_\_\_.**

**What is leadership?**  
(write your personal definition)



When you see this icon hit pause on the video and take some time to write notes or reflect.



...the concept of leadership \_\_\_\_\_  
\_\_\_\_\_ or turns up in another form to  
taunt us again with its slipperiness and  
complexity.

Dr. Gary Yukl - Leadership In Organizations

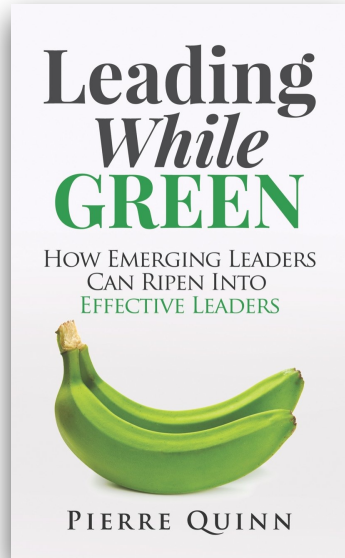
***We often disagree in conversations  
about that leadership really means.***

Leadership is the process of  
\_\_\_\_\_ **others to understand** and  
**agree** about what needs to be done  
and how to do it,

and the \_\_\_\_\_ **of facilitating**  
individual and collective \_\_\_\_\_  
to accomplish shared objectives.

Dr. Gary Yukl - Leadership In Organizations





**Each time you change \_\_\_\_\_ part of you becomes \_\_\_\_\_ all over again.**

**\_\_\_\_\_ means helping \_\_\_\_\_ take steps in the right \_\_\_\_\_.**

***In order to take people in the right direction you need to know what the right direction is.***







**In what direction does your team need to move?**

**In what areas do you need to improve to help them get there?**

***Great leaders have a strong sense of self-awareness.***



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**Lesson 2**

Self Awareness - Part 1



## **Self-Awareness**

*More than half a century of research provides support for the conclusion that leaders can \_\_\_\_\_ **the performance** of a team, work unit, or organization by using a combination of specific task, relations, change, and external behaviors that **are** \_\_\_\_\_ **for their situation***

**Dr. Gary Yukl - Academy of Management Perspectives**



<b>Task-oriented</b>	<b>Clarifying</b>
	<b>Planning</b>
	<b>Monitoring operations</b>
	<b>Problem solving</b>
<b>Relations-oriented</b>	<b>Supporting</b>
	<b>Developing</b>
	<b>Recognizing</b>
	<b>Empowering</b>
<b>Change-oriented</b>	<b>Advocating change</b>
	<b>Envisioning change</b>
	<b>Encouraging innovation</b>
	<b>Facilitating collective learning</b>
<b>External</b>	<b>Networking</b>
	<b>External monitoring</b>
	<b>Representing</b>

**Dr. Gary Yukl - Academy of Management Perspectives**



<b>Task-oriented</b>	<b>Clarifying</b>
	<b>Planning</b>
	<b>Monitoring operations</b>
	<b>Problem solving</b>
<b>Relations-oriented</b>	<b>Supporting</b>
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	<b>Recognizing</b>
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<b>Change-oriented</b>	<b>Advocating change</b>
	<b>Envisioning change</b>
	<b>Encouraging innovation</b>
	<b>Facilitating collective learning</b>
<b>External</b>	<b>Networking</b>
	<b>External monitoring</b>
	<b>Representing</b>

**Dr. Gary Yukl - Academy of Management Perspectives**



**What are your task-oriented roles?**

**What are your relationship-oriented roles?**

**What are your change-oriented roles?**

**What are your external roles?**



**What are your main responsibilities?**

**In what areas are you confident in your abilities?**

**In what areas do you need to grow?**



**List 2-3 people on your team that trust you and describe what you've done to earn their trust.**

**List 2-3 people that don't trust you. What can do to begin to earn their trust?**





**Take a few minutes to review your notes from the following:**

Roles

Responsibilities

Areas of Confidence

Areas of Growth

People that trust you

People that don't you



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**Lesson 3**

Self Awareness - Part 2



## Self-Awareness

*Research suggests that when we see ourselves clearly, we are \_\_\_\_\_ and \_\_\_\_\_.*

We make sounder \_\_\_\_\_, build stronger \_\_\_\_\_, and communicate more \_\_\_\_\_.

We're less likely to lie, cheat, and steal.  
We are \_\_\_\_\_ who get more promotions.

And we're \_\_\_\_\_ with more-satisfied employees and more-profitable companies.

**Tasha Eurich - Harvard Business Review**



**Self-awareness**

**=**

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**+**

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# Self-Awareness

## The Four Self-Awareness Archetypes

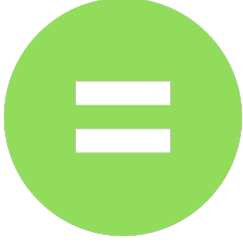
This 2x2 maps internal self-awareness (how well you know yourself) against external self-awareness (how well you understand how others see you).

	Low external self-awareness	High external self-awareness
High internal self-awareness	<b>INTROSPECTORS</b> They're clear on who they are but don't challenge their own views or search for blind spots by getting feedback from others. This can harm their relationships and limit their success.	<b>AWARE</b> They know who they are, what they want to accomplish, and seek out and value others' opinions. This is where leaders begin to fully realize the true benefits of self-awareness.
Low internal self-awareness	<b>SEEKERS</b> They don't yet know who they are, what they stand for, or how their teams see them. As a result, they might feel stuck or frustrated with their performance and relationships.	<b>PLEASERS</b> They can be so focused on appearing a certain way to others that they could be overlooking what matters to them. Over time, they tend to make choices that aren't in service of their own success and fulfillment.

SOURCE DR. TASHA EURICH

© HBR.ORG





experience  
& the years

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experience  
& the years

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experience  
& the years

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experience  
& the years

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experience  
& the years

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## **Conversation + Notes**

### ***Conversation Starter:***

Have a conversation with one of the individuals who helped to select you for your current role. Ask for their feedback about your potential to grow as a leader.

### ***Notes:***





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**Lesson 4**

The Leadership Myth



## ***MYTH***

a widely held but \_\_\_\_\_  
belief or idea

George Washington **did not** chop down  
a cherry tree.

Bacon and eggs **are not** the All-  
American breakfast.

Buying a house **is not** the American  
Dream.



## **Common Leadership Myth**

past experience always  
\_\_\_\_\_ present credibility

### ***4 Leadership Temptations***

\_\_\_\_\_ you know more  
\_\_\_\_\_ concerns of others  
\_\_\_\_\_ obstacles  
\_\_\_\_\_ difficult decisions



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**Lesson 5**

The Pace of Leadership



As a leader you are are a  
**pacesetter.**

The question is are you  
\_\_\_\_\_ **the right** \_\_\_\_\_?



*How is your current pace of decision making positively or negatively impacting your influence?*

*Who do you need to apologize to for moving too fast?*

*Who do you need to apologize to for moving too slow?*

*What are some of the ways you can better enjoy your current position?*



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**Lesson 6**

The Leader's Square



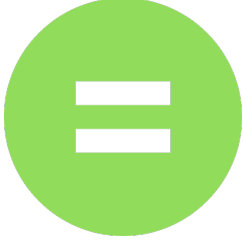
## **The Leader's Square**

My best mentor is a mechanic - and he never left the sixth grade. By any competency measure, he doesn't have it. But the \_\_\_\_\_ he brings to me and my life is, bar none, the most helpful.

**Brendan Burchard**

***Who is helping to give you perspective?***





experience  
& the years

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experience  
& the years

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experience  
& the years

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experience  
& the years

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experience  
& the years

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**Mentors** - guides \_\_\_\_\_

**Mentees** - few steps \_\_\_\_\_

**Peers** - work \_\_\_\_\_

**Friends** - support for \_\_\_\_\_

**PEOPLE MENTORING ME**

**PEOPLE I'M MENTORING**

**PEERS I'VE  
CONNECTED WITH**

**FRIENDS WHO  
SUPPORT ME**

<b>PEOPLE WHO WOULD MAKE GOOD MENTORS</b>	<b>PEOPLE I COULD POTENTIALLY MENTOR</b>
<b>PEERS I SHOULD CONNECT WITH</b>	<b>FRIENDS I CAN ASK FOR SUPPORT</b>

**Mentors** - once a month call\*

**Mentees** - once a month call\*

**Peers** - once a month call\*

**Friends** - once a month call\*



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**Lesson 7**

Leadership Is Heavy



Succession to the top leadership position in an organization is \_\_\_\_\_ in that it separates leaders from others (who now directly report to them) and leaves them without peers.

**Ami Rokach**  
**International Journal for Leadership and Change**



Many leaders admit one of the \_\_\_\_\_ challenges they face is not having someone to talk to about their business, especially their \_\_\_\_\_ issues.

**Debby Carreau - Harvard Business Review**



Leaders know they are \_\_\_\_\_ responsible for the well-being of the organization and it's people. If they \_\_\_\_\_, many people will be out of \_\_\_\_\_.

They bear the mental and \_\_\_\_\_ weight of guiding their companies to success, \_\_\_\_\_ their employees and their families.

**Debby Carreau - Harvard Business Review**



Which of your current responsibilities have you felt blind sided by?

What might be some of the challenges of assuming a leadership role from an effective leader vs an ineffective leader?





What are some of the challenges of handing off the mantle of leadership?

Who in your square is helping you to talk through some of your challenges in dealing with the heaviness of your role?



**PEOPLE MENTORING ME**

**PEOPLE I'M MENTORING**

**PEERS I'VE  
CONNECTED WITH**

**FRIENDS WHO  
SUPPORT ME**



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**Lesson 8**

Leaders Need Connections



## Connections Our Phone Need

\_\_\_\_\_ connection  
\_\_\_\_\_ connection  
\_\_\_\_\_ connection

You cannot lead well without

\_\_\_\_\_.



You cannot lead well without

\_\_\_\_\_.

## **Connections Leaders Need**

**Connect With** \_\_\_\_\_

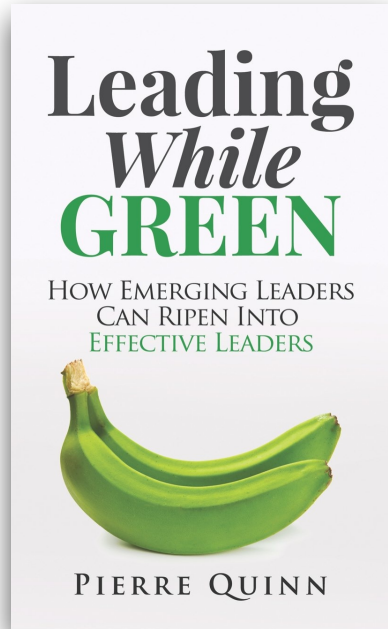
**Connect With** \_\_\_\_\_

**Connect With** \_\_\_\_\_



Leadership is the process of \_\_\_\_\_ **others to understand** and **agree** about what needs to be done and how to do it, and the \_\_\_\_\_ **of facilitating** individual and collective \_\_\_\_\_ to accomplish shared objectives.

**Dr. Gary Yukl - Leadership In Organizations**



\_\_\_\_\_ means helping \_\_\_\_\_  
take steps in the right \_\_\_\_\_.



# Staying Connected:

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