



CHAPTER 1

The Promise of Leadership Meeting the High Bar of Expectations

This chapter highlights the expectations, both implicit and explicit, that we all tend to put on leaders. This signifies the enormous responsibilities, sometimes unfair, that we put on leaders, and is a partial explanation why many leaders are seen as less than successful.

The authors outline four universal “promises” of leadership:

- Set the right direction and create meaningful work,
- Engage all stakeholders and hold them accountable for performance,
- Ensure that processes and systems facilitate focus and execution,
- Lead effectively – maintain relationships of trust to achieve and sustain desired results.

Build common understanding of the chapter terms

- What drew you to buy this book (this question only because this is likely the first Book Club Meeting)?
- The authors indicate that we all expect great things from our leaders? What do you expect from a leader?
- The authors mention that “leadership makes a difference in the results we create and the quality of life we have”. Can you share a few examples where this has been true for you?
- Which of the four promises is of most interest to the clients you support? Which is the most challenging?
- What are some of the common issues that lead to the “Broken Promises”?

Explore the implications of the chapter concepts for leaders and organizations

- We are all facing a world of increasing complexity and ambiguity. The authors speak of a leadership effectiveness bar that is always being raised? What are the implications for leaders?
- The authors indicate that a commitment to leadership development is the only way for leaders to meet the implicit and explicit needs, and the transactional and transformational expectations. How can we as practitioners build this suggestion into our conversations?
- Page 11 asks several “Taking Stock” questions (as is the case with all chapters). How can these questions be used with your clients?
- What other questions can you be exploring with your clients on this topic?



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What is new for you? What does this change for you?

- How can you use the Taking Stock questions at the back of the chapter (page 11) to facilitate transformation?

Take-away Round Robin

- What is your key take-away from today? What action/change can you make?
- What are the key insights in this chapter as it relates to the leaders you support?