TRUE NORTH By Bill George with Peter Sims

Chapter Ten Exercise:
Empowering Other Leaders

After you read Chapter Ten, this exercise will help you empower other leaders.

Leadership Relationships

Leadership relationships can take many forms. The following is a list of the roles leaders play in developing relationships with others in their organization. *Please assess your effectiveness in each type of leadership relationship (from 1–10, with 10 being "Very Well," 5 being "Satisfactory," and 1 being "Poorly").* Put a check next to those items you would like to focus on for improvement and an asterisk next to those items which are your strengths.

		RATING (1–10)	STRENGTH	NEEDS IMPROVEMENT
Directing	Giving people directions about work to be done			
Organizing	Organizing people to get things done			
Delegating	Giving others authority and responsibility			
Persuading	Convincing others of your point of view			
Listening	Hearing clearly what others are saying			
Motivating	Inspiring people to achieve the task			
Empowering	Encouraging others to reach their potential			
Discussing	Talking through different points of view			
Learning	Gaining understanding through others			
Teaching	Transmitting understanding to others			
Advising	Counseling others on their challenges			

Coaching	Guiding others accomplishing their tasks			
Mentoring	Helping others grow as leaders			
Following	Following the leadership of others			

1. What are your greatest strengths in establishing relationships?

2. What areas do you intend to improve upon?

Leadership Relationships in the Workplace

Describe the kinds of leadership relationships you have in the workplace with your superiors, peers, subordinates, and external constituencies.

1. **Bosses: What kind of relationship do you have with your boss? How could you make it better?**

2. **Peers: What kind of relationship do you have with your peers at work?**

3. **Subordinates: What kind of relationships would you like to have with your subordinates? How could they be improved?**

4. **Organizational Networking: How effective are you in building a network of relationships in your organization? What can you do to improve your networking?**

Empowering Other Leaders

1. **Describe an example from your past where you have been effective in inspiring other leaders around a common purpose and shared values.**

2. **How effective are you today at empowering other people to step up and lead? How do you go about doing this? What are you doing to improve your effectiveness?**

3. **Recall a situation in which you faced a conflict between empowering other people and reaching your performance goals.**

   How did you resolve the conflict?

   Did you give preference to reaching your goals or to your relationships?

   Would you act differently in the future when facing a conflict between relationships and performance?