



# The Work of Leaders

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1. Julie begins the interview explaining the difference between leadership and management referencing Seth Godin's remark that leadership is about creating change that you believe in. Give an example of a time you focused on creating change you believed in.
2. Julie and her co-authors look at management as a one-one relationship and leadership as one-many. How does that compare with your personal definition of leadership? How would you define management?
3. How does the authors' "myth of leadership" play out in your organization?
4. Julie quotes a study correlating the rating of "best leader" to leaders who create a strong vision. Who would you identify as the best leader you have experienced in your life? Did he or she create a strong vision? What about you?
5. The authors note that 55% of leaders struggle to "remain open" when exploring new ideas. Where do you see yourself on the Seek Closure / Remain Open continuum? How does this impact your ability to create a strong vision?
6. Studies show that you can strengthen Alignment through honest dialogue. How effective are you in being receptive to the opinions of those you lead? Can you do better? How?
7. One surprising finding in the authors' research was the need for leaders to Champion Execution. Share examples of times you have done this.
8. How do the concepts of Momentum or Bias for Action fit your leadership style?
9. What was the most significant idea you gained from this book or the interview with the author?

