

# BOOK STUDY GUIDE

No Ego: How Leaders Can Cut The Cost Of Workplace Drama, End Entitlement, And Drive Big Results by Cy Wakeman

## OVERVIEW

Ego-driven behaviors are the #1 source of drama in workplaces today, and it's costing organizations billions annually. The philosophy of "perfecting the environment" to create employee engagement just feeds the ego and generates huge amounts of drama and emotional waste.

It is high time for a modern leadership philosophy that provides simple tools and techniques to eliminate drama from our organizations, deliver up employees who say yes to what's next, and cultivate accountability, not engagement, to drive big business results.

We hope you are ready and willing to lead the revolution as you devour the pages of No Ego, but first, let's set some personal goals.

GOALS	WILLINGNESS	LIMITING BELIEFS	HELP
What are you trying to create as a result of reading No Ego?  What outcomes do you desire? At work? At home?	What are you willing to do to get the outcomes you are hoping for?	What do you fear that is getting in the way of action?  What ego stories are fueling your fear?  Can you prove they are true?	What is your plan to source the resources you need to achieve your goals?

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## INTRODUCTION: SHUT THE CONVENTIONAL DOOR

No Ego Core Belief: Professionals give others the benefit of the doubt – they assume noble intent. #NoEgoBook *(Tweet this!)*

Who can you call up to greatness?

Who in your life (work and personal) can you begin giving the benefit of the doubt?  
How will you do this?

What can closing your open door do for your results at work? How will you approach this with loving (not harsh) intent?

Deeper Reflection: Write down a reality you're currently experiencing or a decision that has just been made. Write on a sheet of paper, "and this means that..." then make a list of what it means. Take a look at your list and ask, "Do you know this to be true? Can you impact this in a positive way? How might you be wrong? How does this kind of thinking keep you stuck?"

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## CHAPTER ONE: DRAMA AND THE DATA

No Ego Core Belief: Suffering is optional and usually self-imposed. #NoEgoBook (*Tweet this!*)

What is the ego and how is it different from confidence?

What three actions should you keep doing confidently? What three behaviors do you recognize as ego that are contributing to the drama? How much time is this wasting?

2.5 hours per employee in drama per day. Wow! What behaviors have you witnessed in your organization? What is it costing you?

What leadership or training programs have you tried that you felt hit the ego head on? What would you change in your approach next time to generate better results?

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## CHAPTER TWO: EGO VERSUS REALITY

No Ego Core Belief: Venting is the ego's way of avoiding self-reflection. Accountability is death to the ego. #NoEgoBook *(Tweet this!)*

Be honest, how long is your typical venting session?

What are most people venting about? Why isn't venting healthy?

Through what actions do people grow in accountability? Describe how you will use them.

Do you empathize or sympathize with your employees?

Write one way you can deliver upcoming news with empathy instead of sympathy.

Deeper reflection: Listen to the ego narrator in your head. Capture a day's worth of thoughts on paper. What do you notice? What themes do you see? Examine thoughts that express certainty about the future or are rooted in the past. How many of those thoughts can you prove to be true? What actions have you taken that impeded success or a relationship because you believed the thoughts? How will you check the thoughts for accuracy? How will that change your outcomes to achieve your goals?

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## CHAPTER THREE: A NEW ROLE FOR THE LEADER

No Ego Core Belief: Great leaders make reality conscious and visible so that action can be intentional, not accidental. #NoEgoBook *(Tweet this!)*

What are the five new roles/mindsets of a leader?

Of the five, which is your biggest opportunity for growth? What are three ways you will work to deliver up this new mindset?

### Tools For The New Leadership Role

Below are links to some of our best tools for leaders to bypass the ego. These can also be found in the appendix of the book.

- Questions for Self-Reflection
- Assignments for Self-Reflection
- SBAR
- Negative Brainstorming
- Thinking Inside the Box
- Editing Your Story

Deeper reflection: In what areas of your life or work are No Ego moments the scariest? How could these moments be telling you where you need to grow next?

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## CHAPTER FOUR: BROKEN ENGAGEMENT (LET'S CALL THE WHOLE THING OFF)

No Ego Core Belief: Engagement without accountability creates entitlement. #NoEgoBook  
*(Tweet this!)*

What three flaws exist in engagement survey and planning logic today? What flaws have you seen in your own engagement surveys?

Give examples of times that the goal of engagement has created an entitlement spiral. What were the results?

What can you do today in your teams to amplify the feedback from your high accountables and turn down the volume from your low accountables?

What circumstances in your team environment will you stop perfecting today? What is your plan to get your team involved in stepping up to succeed in their current reality?

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## CHAPTER FIVE: THE HAPPY MARRIAGE OF ACCOUNTABILITY & ENGAGEMENT

No Ego Core Belief: Your happiness/engagement is not correlated to your circumstances but the amount of accountability you take for your circumstances. #NoEgoBook *(Tweet this!)*

What are the five ways to reap the great harvest of accountability?

Which of these actions could be most impactful to your team climate today? What is your plan for using this? What will success look like?

How have you seen business results negatively impacted in the pursuit to perfect circumstances and engage employees?

In the next six months, what could you recapture (both financial and productivity wise) by focusing on expertise of the high accountable team members (instead of satisficing the victims)?

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## CHAPTER SIX: UNDERSTANDING ACCOUNTABILITY

No Ego Core Belief: Self-Reflection is the ultimate ego-bypass tool. It is also the core driver of accountability. #NoEgoBook *(Tweet this!)*

What are the four factors of accountability? Which factor do people typically jump to when they try to “hold people accountable?”

What are the five phases of accountability development? How can you start to cultivate accountability in your team?

Talk about a time when you’ve protected someone from experiencing their own results and consequences? What growth opportunity did they take away from their development?

By issuing up more challenges to build accountability, imagine a list of what could be achieved at work. Write it below.

What area will you grow in next to better cultivate accountability in others?

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## CHAPTER SEVEN: CHANGE MANAGEMENT IS SO 20<sup>TH</sup> CENTURY

No Ego Core Belief: Attachment is the source of suffering. Get fluent in the new but not attached. #NoEgoBook *(Tweet this!)*

What are the four myths of change management?

What change myths have you believed? Reflecting now, how has that stalled progress?

How will you change your approach to communicating news to your team that will put this myth to rest?

Deeper reflection: Think of a recent major change in your work or life, If we assume the universe is kind, how might this situation might be benefitting you or for your highest good? Think back to a time when you were absolutely certain an event in your life was "world-ending," and now you refer to it as "the best thing that ever happened to you. How could the this change also serve the same outcome for you?

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## CHAPTER EIGHT: BUSINESS READINESS

No Ego Core Belief: Change is only hard for the unready. #NoEgoBook *(Tweet this!)*

At what stage of the business readiness pyramid have we been focusing our change management efforts?

Describe your plan to activate the willing and call them up through each stage of the readiness pyramid?

Where could you see yourself getting hung up on the business readiness pyramid?  
What resources do you have to ask for help with mastering this skill?

How will you work with individuals who desire to drive without a license?

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## CHAPTER NINE: BUY-IN

No Ego Core Belief: Personal preference can't trump business potential. #NoEgoBook  
*(Tweet this!)*

How much time per day do you spend trying to get buy-in?

How many of these individuals do you honestly believe will never be "bought in?"  
What is your plan to transition those who have chosen permanent resistance?

Describe three ways or examples in your team where personal/individual preference is trumping potential for the organization?

List three ways that you will direct people to potential and stop making exceptions for preference?

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## CONCLUSION: SELF-REFLECTION

Reflect on your original goals: What have you accomplished? How have you changed your approach? What has your team accomplished?

How many minutes, per day or week, do you think you've recaptured and returned to innovation, creativity, teamwork and the bottom line?

After reading this book, what three actions are you committing to? What is your team committing to? What's changed in your approach to assessing their level of willingness and commitment? What have your results been?

How is the feedback you've sourced from others proven helpful?

What are your remaining "broken record" messages from your ego narrator? Are they true? How will you now check your ego narrative for accuracy?

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Who is successful in an area you want to accomplish? What actions do they take?

How will you live the No Ego philosophy in your life? In your work?

What is your plan to activate your resiliency and live beyond your ego?

What is the best 'No Ego' tip you've learned and would share with others? Who are you going to share it with?

## SHARE YOUR STORY!

Tell us how the book, No Ego, and the tools to help you live beyond your ego, have improved your life and the life of your friends, family and work teams. We'd love to hear from you via our social channels!

#NoEgoBook

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