**QUESTIONS**

What does an extraordinary leader look like?

What do you believe is holding you back from being an extraordinary leader?

What drama do you see at your organization?

What drama do you see in your department?

As an organization, what realities are you arguing with?

Honestly take the quiz on pages 16-17, where did we land? What do you think of that result?

Mother Teresa once said, “Every act is either an act of love or cry for love, therefore the only response is love.” What is your response to that statement? How would your thinking change if you saw things as a cry for love?
In which area(s) can you become more humble?

In which area(s) do you wish you had more confidence?

How are those around you identifying our values by watching your behavior?

Honestly look at those in your department. Whose job are you working harder at than they are? Why?

Which of the 6 Principles (on pages 53-63) is your strength?

Which of the 6 Principles (on pages 53-63) can you use some help with and who will you ask to help you?

In working with the willing, who is/are the most willing in your department?

Please complete the quiz on pages 149-151. What did you discover?
Which one of “Cy’s Bottom Lines” most spoke to you and why?

Something I hope to learn from this Leadership Team is… (List each individual name of your leaders)

**DISCUSSION ITEMS**

What are your general reactions to Reality-Based Leadership?

What did you like?

What did you disagree with?

Have you worked with any reality-based leaders in our organization? If yes, please give examples.

**PART 1**

Describe any “learned helplessness” you see in our organization. Please give specific examples. What have you done to change this?
Do we practice professional courtesy in our business and within HR? Give examples.

Would you rather be right or wildly successful? Please discuss your thoughts on this and provide specific examples.

**PART 2**
Discuss Cy’s comments regarding traditional employee surveys and the idea that these surveys perpetuate the victim mindset. Do you agree or disagree?

Cy suggests surveying for accountability vs. satisfaction. How would this work in our organization?

What are your thoughts on managers playing favorites?

“Lack of feedback is the root cause of all employee issues.” Do you agree with this statement? Why or why not?

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Cy suggests dealing with resistant employees with structured, regularly scheduled meetings that have the employee answering specific questions about their work at the company. Would you recommend a manager use an approach like this before moving to the performance management plan process? Discuss the merits and/or pitfalls of this approach.

Have you ever worked with a leader who used the “negative brainstorming” tool? How did this work? Please discuss any areas of the business where you can potentially use this approach. (Download the Negative Brainstorming Exercise for free on our website.)

**APPENDIX 2 SELF-TEST: MANAGING V. LEADING**

Would this be a beneficial exercise to use with the managers you support? Please discuss.

**CLOSING**

Is there anything in Reality-Based Leadership that conflicts with your current approach to HR?

Will you make a change to how you think and work after reading this book? Why or why not?

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SHARE YOUR STORY!
Tell us how this book, *Reality-Based Leadership*, and the tools to help you live happier at work and at home have made an impact. We’d love to hear from you via our social channels! Be sure to tag us at @RBLeaders and @CyWakeman when you post on social.

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