

# LEADING WITH INTENTION

Every Moment Is a Choice

by Mindy Hall, PhD



## DISCUSSION GUIDE



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[www.leadingwithintentionbook.com](http://www.leadingwithintentionbook.com)



**Mirror, Mirror on the Wall: Recognizing Your Impact**

- Who was a leader you’ve experienced who made a difference in your life, in your leadership, or in how you see yourself? Who were they and what did they do? How could you make a difference for others?
- What are some examples you’ve experienced of others leading with intention? What did they do? How did it make you feel? Did you do anything differently as a result?
- If someone were to ask those who work around you, those who work for you, and those for whom you work to describe how you “show up,” what would they say? Are you shaping that picture intentionally or is it happening by default? Are you intentionally choosing your behavior or leaving its impact to chance?

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**Rome Was Not Built In a Day: Leading with Intention Takes Practice**

- Part II centers around Eight Critical Questions for Leaders:
  1. What kind of environment do you create in your interactions with others?
  2. Are you clear about your intentions?
  3. Do you have preconceived notions or mindsets of a person or situation?
  4. Do you challenge those mindsets?
  5. How open are you to your learning?
  6. Do you do what you say you are going to do?
  7. How would others describe you as a leader?
  8. Why do you do the work you do?
- Have everyone in the group take some time to write their answers to all eight questions. These written responses are for their eyes only—no one else will see their responses unless they elect to share them. When everyone is done, ask each member of the group to talk about their response to one question of their choosing. They should share as much as they're comfortable. Larger groups may want to divide the group into pairs to discuss their responses, then bring the whole group together to discuss highlights.
- What were the biggest surprises as people took stock of their own awareness? Were there any “a ha” moments?

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**A Communications Department of One: Being Intentional in Your Communications**

- Pay attention to how you are listening. Divide the group into pairs. Ask each person to speak for two minutes about something they've learned from the book so far and how it applies to their leadership. While the first person in each pair is talking, the other should be an active listener. After the two minutes are up, the two should switch roles (i.e. – the talker should listen and vice versa). What did people experience? What does active listening entail? How could you tell the other person was listening? What does it feel like to talk without interruption? What lessons can you carry to your leadership?
- Think back on meetings you've been in when thoughts left hanging in the air were left unsaid. Why did you choose not to speak up? What was the impact of that choice? How would the situation have been different if people had been able to address the elephant in the room? What could have been achieved?
- Think of the last time you left a difficult conversation—whether emotionally or physically—rather than choosing to stay actively involved. What were the circumstances? What do you need to do to be capable of staying in difficult conversations?

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**No One Works Alone: Impacting Your Organization**

- Part II contains two stories about individuals who set the tone and changed the culture of their environments: on a large scale, US President John F. Kennedy, and on a more individual level, Ms. Roslyn, a TSS agent at the Philadelphia International Airport. What was your reaction to these stories?
- How do you impact the culture and tone of your organization? How does the culture and tone impact you?
- Think of the best team you've been a member of; now think of the individual who led the team. How did she behave? What was her contribution to making the team great? What qualities did she bring to her leadership? Now think of yourself and any teams you currently lead or have led; how would your team members answer those questions about you?

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PART I

PART II

PART III

PART IV

PART V

**The Ripple Effect: Paying It Forward**

- Think of someone in your career who made you better at what you do. Have you let them know? How could you have a similar impact on someone else?
- Have each person create their own Be Intentional Plan (p. 127) and share their plan with the group.
  1. One thing that really struck me in this book was...
  2. One action I will take to be a more intentional leader is...
  3. One way I will track my progress is...
  4. One person I will discuss this with is...
  5. One concept I will pass along to others is...

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### About the Author

Mindy Hall, PhD is the president and CEO of Peak Development Consulting, LLC. Since founding the company in 1996, she has worked with clients throughout North America, Europe, Africa, and Asia to create sustainable organization and leadership development solutions: helping leaders create solutions for today's challenges while growing their capacity to lead future endeavors from within. Clients include leading pharmaceutical, biotechnology, technology, insurance, manufacturing, government, and nonprofit organizations, several of which are among the Fortune 50.

Mindy has over twenty-five years of experience in organization and leadership development. Her early corporate career spanned positions in the pharmaceutical and banking industries, including experience in global roles and as an expatriate in Paris. She began her career as the director of a nonprofit twenty-four-hour crisis center and has always been surprised how transferrable the skills were from crisis center to corporate work.

She holds a doctorate in human and organizational systems from Fielding Graduate University, and master's degrees in both organization development and human resources management.

Mindy hosts the podcast *Peak Development Radio*, featuring great conversations and practical advice for making organizations stronger. Guests have included leaders from Johnson & Johnson, Starbucks, Novartis, Pfizer, Biogen Idec, and more. Episodes are available through [peakdevelopment.com](http://peakdevelopment.com), Stitcher, and iTunes.

She is a contributing columnist for Entrepreneur, and writes the Growing Your Organization blog, for leaders who know that growth isn't solely about size; it encompasses culture, strategy, innovation, leadership, teamwork, and more.

She counts herself fortunate to be doing work she loves with people she respects. Her philosophy can be summed up in eight simple words: "I want it to matter that we met."



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### About Peak Development Consulting, LLC

Stronger, more capable organizations. Leaders who inspire. Teams that are greater than the sum of their parts. Over our nearly two decades of experience, these are just a few of the results Peak Development has achieved with clients.

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Our full suite of custom organization and leadership development solutions is designed to unlock the potential and build the long-term capacity of the companies with which we work. Our clients range from Fortune 50 multinationals to entrepreneurial start-ups to nonprofits, and our work has included projects throughout North America, Europe, Africa, and Asia. Whether we are designing business models, shaping cultures, cultivating leaders, developing teams, or building HR capacity, our goal is to deliver the best solutions for our clients' unique business challenges.

What really differentiates us, though, is how we achieve results:

- We customize each engagement, tailoring an approach that drives results for your organization.
- We build capacity so your organization has the knowledge and experience to sustain efforts over the long term.
- We actively involve the organization, as people will nurture what they help create.
- We focus on the system and take a multidimensional approach.
- We develop cultures, leaders, and teams.

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