Why Leaders Fail by Mary Kelly

What is my leadership vision?

___________________
___________________
___________________
___________________

What are my top strategic goals?

___________________
___________________
___________________
___________________
___________________

What actions can I take to increase trust?

___________________
___________________
___________________
___________________

What can I do to show people that I genuinely care?

1. _______________________
   _______________________
   _______________________
   _______________________

   2. _______________________
   _______________________
   _______________________
   _______________________

   3. _______________________
   _______________________
   _______________________
   _______________________

How can my organization be more consistent?

With communications?

___________________

With policies?

___________________

With practices?

___________________

What would help my team/teams work better together?

What can I provide to help my team work together?

___________________

What should we stop doing?

___________________

How am I coalescing teamwork?

___________________

Where can we improve workplace respect?

1. _______________________
   _______________________
   _______________________

   2. _______________________
   _______________________
   _______________________

   3. _______________________
   _______________________
   _______________________

We want to develop confidence without arrogance.

How can we learn new skills?

___________________

Are we taking action on employee feedback?

___________________

What are we doing to hold ourselves and our people accountable?

___________________

___________________

___________________

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The most effective leaders are constantly seeking to improve themselves. It is easy to get complacent, especially when you’re successful. But if we’re not improving and expanding, we remain at status quo, or possibly even contracting. Continuous improvement takes commitment, focus, and effort.

What can I improve that would make me a better leader for my direct reports/teams?
___________________________________
___________________________________
___________________________________

My direct reports say I’d be an even better supervisor if:
___________________________________
___________________________________
___________________________________

What can I improve that would make me a better peer?

How can I support my coworkers to help them be more successful at their jobs?
___________________________________
___________________________________
___________________________________

How can I be more supportive of my boss?
___________________________________
___________________________________
___________________________________

What are some possible areas for improvement?
Ideas may include:

• Communication
• Encouragement
• Building teams
• Budgeting
• Social Media
• Email management/clarity
• Managing expectations
• Advertising
• Branding

• Providing feedback
• Customer contact
• Marketing
• Sales
• Listening
• Industry knowledge
• Policies
• Strategic planning
• Conflict resolution

My best means of learning is:

• Books
• Conferences
• Articles
• Discussions
• Other _______________________________

How am I going to achieve this learning?

Over the next ______ (1,2,3) ________(days, weeks, months)
I am committed to improving/learning:
___________________________________
___________________________________
___________________________________

What activities would further my learning objectives?

(Ex. Attend conferences, join a mastermind group, find or form a book club, explore chamber of commerce events, sign up for networking opportunities, commit to a philanthropic club).
___________________________________
___________________________________
___________________________________
Keeping employees motivated and happy at work is crucial to maintaining productivity. Good morale comes from a workplace that is supportive, encouraging, and focused on the employee. Managers and leaders can help people be successful by frequently checking in, offering assistance, and showing interest in employees' development. 67% of millennials say they would leave an organization that was uninterested in their professional development.

To increase morale, start by checking in, showing care, and asking the right questions.

What keeps you motivated at work?

___ My supervisor
___ Flexibility
___ Problem-solving
___ My team members
___ Challenges
___ The actual work
___ Making a difference
___ Customers
___ The organization's mission
___ The workspace/environment
___ I just wake up motivated

Name something you do at work that you really enjoy?

___________________________________
___________________________________
___________________________________
___________________________________

What do you like best about this workspace?

___________________________________
___________________________________
___________________________________

What would make our workspace more enjoyable or comfortable?

___________________________________
___________________________________
___________________________________

How can we help you develop or reach your full potential?

___________________________________
___________________________________
___________________________________

What needs do you have that are not met by the job or the workspace?

___________________________________
___________________________________
___________________________________

What is your favorite thing about this job or this organization?

___________________________________
___________________________________
___________________________________

What most needs improvement in this organization:

___________________________________
___________________________________
___________________________________
Strategic thinking creates the capacity to plan for the future with attunement to changing environments and emerging challenges. This takes knowledge, skill, practice, and time.

1. SEE THE BIG PICTURE.
Know as much as possible about your organization and its people. Know what you do and who you do it for.

We make/produce/provide __________________ for _____________________.

2. TAKE TIME TO REFLECT.
Great strategic thinkers “connect the dots”— people, ideas, and possibilities—and this requires time to reflect.

Some people think best with another person or people, while others need solitude. Either way, it requires time devoted to reflection and contemplate.

The best conditions for me to reflect deeply are _____________________.

I brainstorm best with people who _____________________.

3. SHIFT BETWEEN AND ENTERTAIN DIFFERENT PERSPECTIVES.
Strategic thinkers can tap into both divergent (big picture) and convergent (arranging the puzzle pieces) thinking, and they easily move between them to develop these skills. Try brainstorming with one other person at a time to view the issue from multiple perspectives.

I can brainstorm with ______________________ to gather information.

I can brainstorm with ______________________ to gauge how this issue is perceived.

I can brainstorm with ______________________ to figure out implementation.

I can brainstorm with ______________________ to see the issue from the outside.

4. CHANGE YOUR ENVIRONMENT.
There is a reason many organizations hold “offsites.” People need new environs, different stimuli, and to be “pleasantly uncomfortable” to shift thinking. We also need to eliminate distractions.

I can go to __________________________ to think.

My team could spend a day at __________________ to think.

5. INVEST IN CULTIVATING IT
Some leaders hear about strategic thinking initiatives and dismiss them as being frivolous. But the future of the business and achieving long-term success depends on it.

If there were no resource constraints, this company could _____________________.

If there was unlimited money, we could develop/produce/incorporate/research/solve _______________________.

STRATEGIC THINKING PLAN

Strategic thinking is about thinking big thoughts, looking toward the needs and products of the future, and crafting the responsive plans needed to move forward. How can we help our teams think bigger? How do we think bigger? And how do we then focus our planning to effectively meet future possibilities and conditions?