



FACILITATION GUIDE

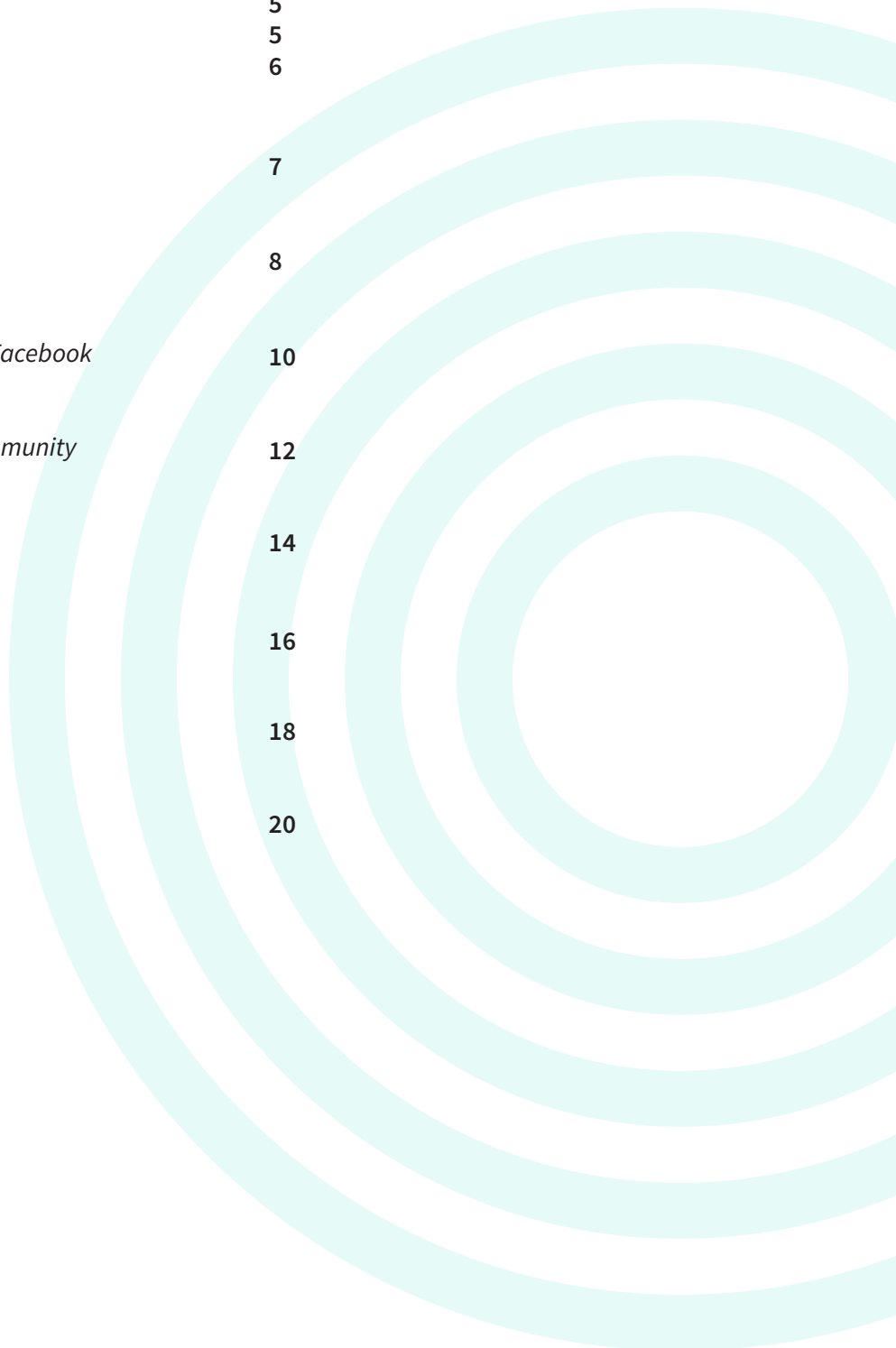


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How to Use This Facilitation Guide

Purpose

Thank you for your desire and commitment to guiding people in their pursuit to be leaders worth following. As a Leadercast facilitator, you will find great satisfaction in leading the way for you and others to grow together in your leadership. As we become better leaders individually, we model positive core behaviors and values that encourage those around us to follow suit. The Leadercast speakers and content are a great method for encouraging personal and professional development, sharing perspectives in a safe environment and bringing teams closer together.

This Facilitation Guide is designed to help you steer the process, encourage discussion and model effective leadership to your group. Whether you are new to facilitation or have extensive experience, it is important you take time to read through this guide before beginning your program. Whether you experience one speaker or are watching multiple for a daylong experience, this guide is here to help you prepare for your upcoming group sessions.

Defining Values, Expectations and Goals

When you start your Leadercast program, it is important you create an environment with clear values, expectations and goals. People need to know what they are committing their time to and how they can contribute to the group. As facilitator, it's your responsibility to outline expectations and help establish group norms. Here are some core values, expectations and goals you can include in your initial meeting before diving into the content. Be sure to ask your group members if there are any other values, expectations and goals they would like to add to make the group their own.

Values

- **Relationships** – Great relationships will begin to form throughout the duration of your program. Challenge the group to realize this opportunity to build and invest in one another.
- **Respect** – The content you will hear will spark conversation among the group, and your members will likely have different points of view at some point during your Leadercast presentations. Understand this is positive interaction and part of what creates a healthy dialogue. Every member of the group should feel that his/her input is respected and valued.
- **Openness** – All group members should be allowed to express their opinions and know it is a place where they can do so. They should trust that nothing shared within the confines of the group will be met with hostility or aggression.
- **Safety** – What is said in the group should stay in the group. Most organizations are forbidden by law to have employees promise confidentiality, but the group should commit to keeping its environment a safe place for discussion.

Expectations and Goals

- **Commitment** – All group members should make a commitment to the group and to themselves that they will actively participate in the group, be on time, come prepared and engage in discussion.

- **Time** – Decide on a consistent time and place to meet each week that will allow you to have a productive discussion and eat within the timeframe you have available.
- **Amount of Material to Cover** – Calculate how many weeks you will spend on this content and cover the appropriate number of videos per meeting in order to finish in that time. (Note: This Facilitation Guide builds out each video as a separate unit, but you may need to cover more than one video a meeting. Combine videos according to the number of weeks you have to cover the material.)
- **Communication** – Ask group members to email you if they plan to be absent at any time so you can plan accordingly.
- **Facilitation** – In the spirit of leadership, we recommend you give everyone a chance to facilitate a session, but you know the group best and can decide what might work well for your particular group.
- **Productive Discussion** – This is not a class, so it is vital that each person contributes. As facilitator, your role is to provide structure for effective communication and discussion—not to teach or control. You will help start and steer conversation, but group members are encouraged to ask their own questions as well.

A Concluding Note on Group Norms

As you wrap up your discussion about values, expectations and goals, it is extremely important to emphasize that your program is not a session for complaining or venting about people or problems. Instead, the sessions are intended to provide a space for your members to objectively talk about a myriad of topics that will help them grow in their leadership. By directing the discussion to be constructive and positive, it will help members focus on changing their immediate spheres of influence.

There will be discussions about the workplace and how to implement the content into everyday routines, but everyone must be mindful to keep these conversations at an objective level instead of an emotional one. True leadership confronts issues and does not foster the growth of division and strife. At times, you will need to gently redirect the group to keep conversation from spiraling downward.

Facilitator Responsibilities

The facilitation of Leadercast content needs some administration work to be successful. The facilitator should be responsible for the following:

- Recruit people for the group if necessary
- Define structure and group norms (values, expectations and goals) with input from members
- Lead members through the agreed upon amount of material each week
- Prepare your facilitation materials prior to the group meeting each week
- Coordinate schedule and location
- Email questions to group members prior to the meeting (if desired)
- Motivate group members toward self-examination, reflection and action planning with respect to the topics
- If necessary, provide feedback about the your group to other leaders within your organization
- Send follow-up materials after sessions as needed



Facilitation Tips

Here are several facilitation practices that may help your group:

- Ask good questions. Ask open-ended questions, not those that can be answered with a simple, one-word answer (yes or no). They should evoke feelings, thoughts and insights, require personal examples and stimulate people to apply what they are learning.
- Watch all the assigned work prior to the meeting. Make notes and record questions as they arise. Feel free to use your own questions as you like, instead of the questions in the following pages of this Facilitation Guide.
- Incorporate other ways to promote discussion and change things up from meeting to meeting. For example, if you find an article related to the topic, bring it for everyone to read at an appropriate time and use it as part of the discussion.

Facilitation Guide Structure

Leadercast programs are facilitated group discussions in which you will not be lecturing or teaching the group, but encouraging members to discuss what they have learned. In the following pages, you'll find summaries, takeaways, questions, quotes and bios surrounding each speaker's session to help make your job as a facilitator easier. Everything provided is intended to help you and your members grasp the content and engage in productive conversation.

Use this resource, but also share your own reflections, experiences and questions. Remember, as a facilitator, your input should be limited; you should only be talking about 10 percent or less of the time. Stimulate others to share, listen attentively when they speak, and affirm discussions based on other members' questions and insights.

The resource provided for each speaker's session is structured as follows, but we encourage you to build upon it as you create even more intentional and relevant questions based on your specific group and work environment:

- **Quick Review** – A short refresher of what the speaker discussed and how it relates to the theme
- **Main Points** – Key takeaways to aid you in framing conversation and refining your questions and activities
- **Facilitation Questions** – Intended to guide the group in discussion on the major concepts from session
- **Key Quotes** – Food for thought from the session that might be useful for activities or to simply share with others
- **About the Speaker** – Background information about the speaker and their accomplishments

A Note on Structure

As a facilitator, remember there is a need for structure, but don't allow your structure to get in the way of personal growth. Leadercast content is for personal development, and getting through all the material should not be the primary goal of every group session.

Introduction

About the Ripple Effect Theme

A young girl stands on the shore of a pond, she reaches down and picks up a pebble at her toe. With all her might, the girl heaves it as far as she can over the water and watches it drop into the lake with a splash. The girl stands at the shoreline, watching as tiny waves spread across the surface and disappear at the water's edge.

We know this as the **Ripple Effect**, where one tiny action leads to impactful reactions that reverberate beyond their humble beginning. The Ripple Effect happens every day in leadership; leaders carry great responsibility to act with foresight, knowing their decisions can affect those well beyond their network and their time, just as the pebble's splash echoes through an entire pond.

The content for this Facilitation Guide comes from our Leadercast 2020—Ripple Effect event. (Due to the 2019 coronavirus pandemic, this traditionally-held in-person event was held virtually. Speakers and attendees took part in this transformative meeting of leaders from the safety of their homes.) Through your facilitated Leadercast sessions, your group will learn from a cast of women leadership experts who share how they've leveraged change around them and used their influence to make impressions beyond their reach.

Happy learning!

Striving for “Helpability”

Bonnie St. John

Quick Review

No one succeeds alone, but we leaders often try to take on everything by ourselves. For Paralympian and best-selling author Bonnie St. John, the idea that leaders should strive to be **helpable** seemed foreign at first. As a one-legged black woman who worked hard to prove herself in the world of skiing and beyond, enlisting help from others wasn't her go-to move. Most leaders would probably say the same. In her talk, she shares why we win when helpability, both for ourselves and for others, is at our core.



Main Points

- **Be a helpable leader.** Bonnie shares a story about Ken Kragen, a Hollywood promoter who elevated many celebrities from star to superstar status. What got stars to the next level was not due to talent, but because they asked for help from those around them. “You have to be a more helpable person; you have to be able to enlist help from other people,” quotes Bonnie from Ken’s book, “Life Is a Contact Sport.” As leaders, we don’t often think about how we can be more helpable, but it may be the secret to taking us from good to great.
- **Fight for the opportunities of others.** Bonnie brings up the importance of sponsorship for career advancement. When you’re one out of 100 people applying for a job, what sets you apart from everyone else? You need to have people at the decision-making table who are advocating for you and then pay it forward: Get sponsored and be a sponsor. “We can be getting help and being helpable, and also helping and pulling others behind us,” says Bonnie. “That’s what we want to do and then we all go further.”
- **Build a community of champions.** When we collectively lift each other up, we all rise together, says Bonnie. Leaders should be committed to building a group of people who are devoted to excellence in themselves and others around them. This happens through sharing best practices, picking each other up when someone falls down and cheering for each others’ successes—that’s the Ripple Effect.



Facilitation Questions

- **Do you consider yourself a helpable leader?** Think about how often you ask others for help. **Do you delegate frequently or do you tend to hold onto things even when you're in the weeds?**
- **Who is pounding on the table for you?** You should have sponsors at the decision-making tables that affect your career. **Who is someone who has advocated for you in the past? What about now and in the future?**
- **How are you advocating for those around you? How can you open doors for others that will propel them forward? Who would call you their sponsor?**

Key Quotes

“Normal is overrated; aim higher.”

“If we want to have ripple effects, we need to be amplified.”

“Don't just mentor somebody, go fight for their opportunities as well.”



About the Speaker

Bonnie St. John became the first African American ever to win medals in a Winter Olympic competition, taking home a silver and two bronze medals in downhill events at the 1984 Paralympics in Innsbruck, Austria. In addition to her success as a Paralympic athlete, she is a best-selling author, keynote speaker, television and radio personality, business owner and Fortune 500 leadership consultant.

Lessons Learned From Leading Facebook

Randi Zuckerberg

Quick Review

When you spend 10 years being the only person in the room who looks like you do, you get used to living outside of your comfort zone—that’s a lesson Randi Zuckerberg, former director of market development at Facebook, learned during the time she spent working as one of few women in Silicon Valley. In her talk, she shares some of the lessons she learned about leadership as she helped launch Facebook and how she discovered her entrepreneurial spirit.



Main Points

- **Establish an environment where big ideas can happen.** Many of us are reluctant to voice our ideas, whether that’s because we don’t want to be rejected or fear it could be a failure. As Randi shares, Facebook Live would have never come to fruition without a safe environment to share her ideas (the hackathon). When we keep ideas to ourselves, innovation suffers. Leaders should create an environment where people feel free to fail and can put big ideas out there, says Randi.
- **Let data guide your vision.** When data goes against your vision, it’s time to pivot. “It’s important to have a vision of where you want to go, but you can’t have such blinders on that you miss the data and the pivots that you have to take to get there,” explains Randi. Pay attention to data and adjust your vision accordingly.
- **Strive to be well-lopsided.** When Randi had children, she quickly decided the philosophy of work-life balance wasn’t working for her. Instead, she strives to be well-lopsided, where she picks three things (work, sleep, family, friends or fitness) at which she can excel. “As leaders, we have to learn to ruthlessly prioritize things in order to be excellent,” she says. “We cannot assume we can balance everything every day because that’s just going to lead to burnout, exhaustion and mediocrity across all of those things.”
- **Embrace discomfort for innovation.** Change is uncomfortable, and while it’s human nature to resist it, Randi says we should welcome it if we want to innovate. “Good leaders who want to innovate should actively try



Facilitation Questions

- **In what settings do you feel comfortable sharing your ideas? What has ever stood in the way of you voicing your ideas? What can you do today to foster an environment where everyone feels safe to share their ideas?**
- **What are three areas you'd like to excel in the most right now—work, sleep, family, friends or fitness?** Pick three and prioritize your time so you can thrive in those three areas rather than being mediocre by trying to balance everything at once.
- **In what ways are you routinely putting yourself in uncomfortable situations for the sake of innovation?**

Key Quotes

“Foster an environment where people can put big ideas out there, where they can feel free to fail, and, as a leader, for you to put yourself on the line, too.”

“Sometimes things that look like horrible failures in the moment, where you think, ‘How am I going to pick myself off the floor?’ are actually necessary moments to getting to success.”

“Good leaders are not afraid to get out of their comfort zone. In fact, they embrace it.”



About the Speaker

*The creator of Facebook Live and Emmy-nominated tech-media personality, entrepreneur, investor and best-selling author, **Randi Zuckerberg** has leveraged technology to spread influence since the start of her career. She currently leads a production and marketing company, Zuckerberg Media, that helps aspiring artists create and promote their work. She is also host of the “Dot Complicated” radio show.*



7 Keys to Building a Lasting Community

Radha Agrawal

Quick Review

Leaders have a mountain of responsibilities, but above all else, their greatest duty is the influence they have on others. Through their influence, people are moved to action and collaborate with others to achieve a shared goal or unite on a shared interest. Through leaders, communities form.

Our influence can set the tone for how the community operates as a whole. When it comes to community, people need to feel a sense of belonging. How can we foster an environment where people feel welcome and know they're in the right place? In this talk, Radha Agrawal, co-founder and CEO of Daybreaker, draws from her experience in community building to share with leaders seven keys to leading a lasting, loving community (specifically as it relates to meetings and events) that people want to be part of.



Main Points

- **Things don't have to be the same.** Who says dancing is reserved for nighttime? Daybreaker turned nightlife on its head by designing a substance-free dance party for when we're the most energized: the mornings. Strive to do things differently from how they've always been done.
- **Community is experience design.** "Community is not just a group of people," says Radha. "It is a space in which you experience a sense of belonging."
- **Engage all five senses.** In your gatherings, connect people by engaging all five of their senses: see, smell, hear, touch and taste.
- **Design with DOSE in mind.** DOSE stands for our four neurochemicals: dopamine, oxytocin, serotonin and endorphins. Engineer your gatherings to release DOSE, says Radha. For example, Daybreaker does this by playing music (D), a hugging committee at the door (O), smile moments (S), and through dance and getting blood flowing (E).



Facilitation Questions

- Radha emphasizes the importance of switching things up. **What's something you and your team are doing over and over again that need to be left behind? How can you come together as a team to do things differently?**
- **What rituals or traditions exist within your community? What else can you do to routinely unify those you lead?**
- **Based on the keys Radha shares, how can you revamp your meetings to better support community building?**

Key Quotes

“Leading a community is not easy.”

“When you're leading, you also want to be supporting your toolbox with more leadership.”

“When things are not the same, people want to share it. People want to whisper it to their friends.”



About the Speaker

A community force, **Radha Agrawal** is an author, entrepreneur, and co-founder and CEO of Daybreaker—an early-morning dance and wellness movement that hosts events in 28 cities around the world, with nearly 500,000 attending. Her book, “*Belong: Find Your People, Create Community, and Live a More Connected Life*,” contains her key methods for community building and details the success of Daybreaker events.

Dropping the Ball

Tiffany Dufu

Quick Review

As much as we strive to manage it all as leaders, the truth is, we can't take on everything. It may go against our instincts to say yes to all that comes our way, but sometimes we need to drop the ball—to release our unrealistic expectations of doing it all—says Tiffany Dufu, best-selling author and founder of The Cru. For Tiffany, she realized she couldn't juggle everything after she had her first child. In her talk, she shares four areas in which she dropped the ball that she encourages leaders to drop, too.



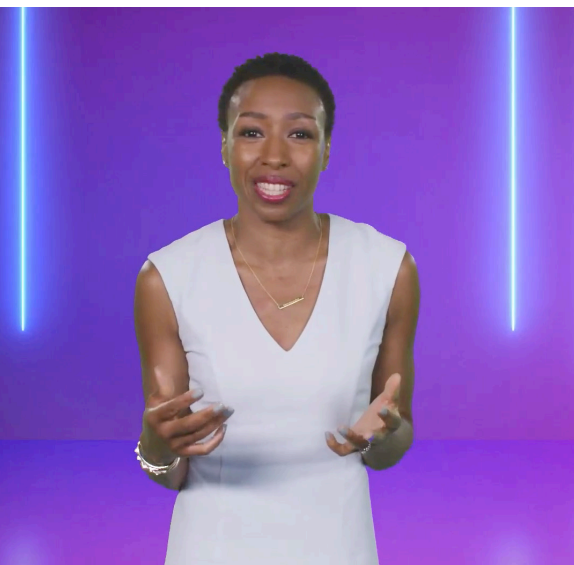
Main Points

- **Drop any unrealistic expectations of who you think you're supposed to be.** Everybody has multiple roles they play in their lives—daughter, son, brother, sister, student, worker, wife, husband, mother, father, friend, etc. We strive to be “good” in all of these areas by meeting certain expectations. Step one in dropping the ball is knowing your roles and understanding the unrealistic expectations you put on yourself by aiming to be “good,” says Tiffany. Get clear on what matters most to you.
- **Let go of unrealistic expectations of what you think you're supposed to do.** Instead of saying yes to all the tasks that come your way that would make you “good” in your roles, instead focus on what you do best. Focus your energy on what your highest and best use is for everything that comes your way, says Tiffany.
- **Abandon any fears of asking for help.** Leaders have a tendency to take on too much, often due to a fear of asking for help. Tiffany says you'll be surprised how supportive and willing people will be to help you when you ask, so don't be afraid to reach out.
- **Banish guilt.** “Guilt is one of those insidious feelings that you've done something terribly wrong,” she says, and we feel guilty when we don't meet the expectations that we associate with being “good” in our roles. “The only way to manage guilt is to rewrite your job description.” Learn the expectations you put on yourself and rewrite the definition of what it means to be “good.”



Facilitation Questions

- **What are the primary roles you play? What does it look like to be “good” in those roles? Where did those expectations come from?** Challenge the assumptions you have about what it means to be “good” in a role and redefine it for yourself.
- Consider your current to-do list and go through the series of questions Tiffany provides in her talk: “Are these tasks essential relative to what matters most to me? Can I do these tasks well with little effort? **Are these tasks ones only I can do? Would it be irresponsible or callous to delegate any of these tasks to someone else? Do these tasks bring me joy?**” Tweak your to-do list based on your answers and use these questions as a guideline for the new tasks that come your way.
- **In what areas do you need to drop the ball? Who can you rely on to hold you accountable for dropping the ball?**



Key Quotes

“Life is made simpler—especially things like productivity—when you have a sense of why you’re here and when you’re rooted in something larger than yourself.”

“What we do is far less important than the difference we make.”

“[Don’t] try to lead your journey alone. All of our journeys are a team sport, not a solo endeavor.”



About the Speaker

Named to *Fast Company’s League of Extraordinary Women*, **Tiffany Dufu** is founder and CEO of *The Cru*, a peer-coaching platform for women looking to accelerate their professional and personal growth, and author of “Drop the Ball.” Previously, she served as a launch team member to *Lean In* and chief leadership officer at *Levo*, one of the fastest growing millennial professional networks. Prior to that, Tiffany served as president of *The White House Project*, major gifts officer at *Simmons College* in Boston and associate director of development at *Seattle Girls’ School*.

Leadership in a New Normal

Stephanie Mehta

Quick Review

Leadership is constantly changing, but typically not overnight. When the COVID-19 pandemic hit, companies were forced to quickly change the way they do business. Leaders who served their employees in an office setting suddenly found themselves leading remote teams and navigating the unique challenges that come with doing so. At the time of this talk's filming, leaders are trying to sort through how business is changing for the short-term versus the long-term. In her talk, Stephanie Mehta uses her observations as editor-in-chief of Fast Company to share what leaders should keep in mind as they venture into a new normal.



Main Points

- **Remember who you lead.** As much as leadership can seem to be about the business and pleasing its stakeholders, leaders have to remember who it is they lead. “You lead your employees, you lead your teams, you lead people,” shares Stephanie. This means leaders need to treat their employees with “integrity, respect, dignity and equality because, frankly, that’s what they expect from leadership in exchange for giving you their very best work.”
- **Stay curious.** “Curiosity leads to all kinds of innovation—new processes, new products, new ways of thinking, new ways of doing things, and it will help you and your companies get ahead,” she explains. Historically, crises have led to periods of intense creativity—like the Renaissance that followed the Black Death, or the Jazz Age that ensued after the 1918 Spanish flu. When leaders are curious, they set an example for those around them to create and find new ways of doing things.
- **Be flexible.** Stephanie uses Netflix as an example of the value of flexibility: First, it disrupted Blockbuster, then it brought forth video streaming and now it is making waves in Hollywood with the production of its own content. Leaders should strive for antifragility over resilience as they enter a new normal, she says. Antifragility allows you to take what you learned through a crisis and build things better than what was there before.
- **Know your North Star.** It’s mentioned often in leadership these days, but leaders must know and be able to communicate their purpose. “This notion of leading with purpose has almost become a cliché, but the truth is your employee



Facilitation Questions

- Stephanie notes, “When curiosity meets crisis, really interesting things can happen.” **What’s one way you’ve used your curiosity and creativity to find a new way of doing something during the pandemic?**
- **What habits, behaviors, processes or ways of doing business do you want to leave behind to build back better in a new normal?**
- **What would you include in your leadership manifesto?** Name the values that matter most to you. **What kind of legacy do you want to leave? What is your mission and how do you measure your impact?**

Key Quotes

“Frankly, it’s a shame it took a pandemic for leaders to learn how to give a hoot, but now that it has happened, there’s no turning back.”

“Your company may have its own stated purpose, but as a leader, it’s really important for you to be able to articulate how that purpose fits into your own worldview.”

“Your purpose as a leader may actually change with the times, so you need to have flexibility in your purpose.”



About the Speaker

*With a prolific journalism career that includes work for Vanity Fair, Fortune, Bloomberg LIVE, The Wall Street Journal and now as editor-in-chief of Fast Company, **Stephanie Mehta** has come to value a human-centered approach to her work that is modeled by her commitment to thoughtful storytelling. As a speaker, she draws on those stories to show the next generation of business leaders how to push creative boundaries, nurture a radical vision and make innovation happen.*



Lessons From the Field

Abby Wambach

Quick Review

As the highest-scoring international soccer player, Abby Wambach learned her fair share of lessons on the field. Now retired, she is sharing what she learned to teach leaders rules for changing the game. In her talk, Abby thinks back to some of the most impactful leadership moments in her career to share four pieces of wisdom for leaders.



Main Points

- **Make failure your fuel.** Instead of viewing failures as setbacks, we should view them as opportunities. “Failure is fuel. Failure is an opportunity, and it is a muscle that needs to be built,” says Abby.
- **Know when to demand the ball.** As leaders, we want to challenge and motivate those around us by pushing them in front of us. But there are times when we must take charge and demand the ball to get things done, says Abby. Know when to balance between the two.
- **Lead from the bench.** What could have been one of the most devastating moments in Abby’s life ended up being one of the best things to happen to her. Instead of wallowing in disappointment when she was benched for the 2015 FIFA Women’s World Cup, she became her team’s biggest cheerleader and championed them from the bench. It doesn’t matter if you’re on the field or on the sidelines—lead from wherever you are.
- **Find your pack.** After Abby retired from soccer, running became unbearable for her. What changed? Now, she was running alone and didn’t have her team there to push her and go through it together. Leaders should surround themselves with people who will run alongside them in a relentless pursuit of excellence.



Facilitation Questions

- **How do you typically respond to failure?** Think of a recent failure. **What was your response and can you reframe it in your mind into an opportunity?**
- **In what ways are you allowing your team to lead the way right now, and in what areas are you demanding the ball? Why?**
Consider this balance and think about whether you should demand the ball more or less.
- Abby explains how one person's weaknesses are so important to engaging another person's strengths. **What are your strengths and weaknesses? How do they complement the strengths and weaknesses of your team members? Is there anything you're holding onto that would highlight another person's strengths?**
As the leader, it's OK to bench yourself to give others the opportunity to shine.

Key Quotes

“True leadership is knowing when to push those people that you're trying to lead in front of you and knowing when to say, 'OK, I've got this. Follow me.'”

“So often we get stuck inside the present moment and our ego takes over and we stop seeing the bigger picture—the bigger, larger game.”

“Doing hard things is better and feels less painful if you have other people who are experiencing it with you.”



About the Speaker

Abby Wambach is a name synonymous with U.S. women's soccer. She is a Women's World Cup champion and two-time gold medalist. She is the author of two best-selling books, “Forward: A Memoir” and “WOLFPACK.” Abby also has a leadership training program, *Wolfpack Endeavor*, that is revolutionizing women's development in the workplace.

Post-Event Resources

Additional Tools for Continued Learning

Thank you for participating in this Leadercast program. We know you and your group members took part in valuable conversations and garnered incredible insights that have enabled you to grow as leaders. But the learning shouldn't stop here. Leadership is a lifelong journey, and below are additional tools from Leadercast to help you along the way. Share these with your group members as a post-event follow up to encourage their continued development.

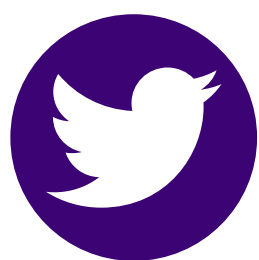
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