Leadercast

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 that 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 Quote** 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

Leadercast Shift

Change is constant. Nothing ever goes quite as we planned. If we didn't believe this before 2020, we all know it now. Leaders everywhere are realizing that they must make major shifts to move forward and achieve their purpose. Changing directions is hard. It's risky. But it's the only way to get where we need to go. The future will be created by fearless, innovative leaders who have the courage...to shift.

The speakers for this event will be practitioners who have successfully navigated through their own personal and professional shifts. Participants will learn from their experiences the practical insights, purposeful actions and catalytic insights that have the power to transform them into world-changing, visionary team builders.

This event is sure to give you the supercharge you've been needing to leave the status quo behind to discover a better and brighter future. Join us to shift your leadership skills to levels you never thought possible.

The content for this Facilitation Guide comes from our Leadercast 2021 – Shift event held live in Cincinnati. Through your facilitated Leadercast program, your group will learn from these leadership experts who share their stories that have shifted their perspectives and influenced their purpose.



Shift: Listen. Learn. Lead.

Andy Stanley

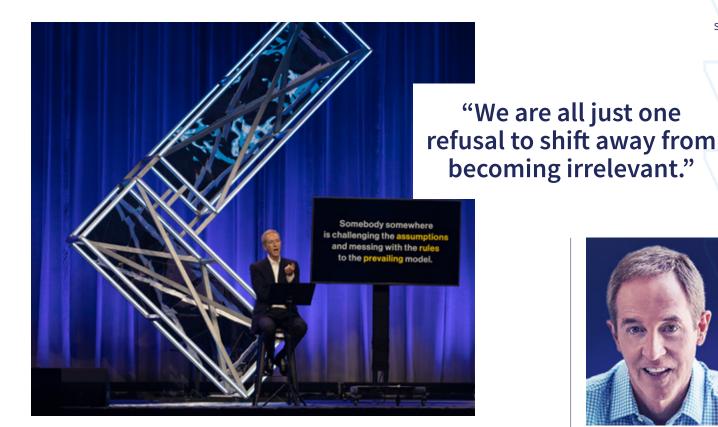
QUICK REVIEW

Shifting is a growth engine. As leaders, we must create internal momentum to drag our organizations forward externally. Otherwise, we miss the opportunity that today's culture is providing us. We have to be nimble and willing to change; if we refuse to shift, we end up getting in our own way.

Systems control behaviors. Organizations do what they're organized to do whether it's what needs to be done or not. We become so comfortable with how we do what we do that we lose sight of why we're doing it and who we are doing it for. We can't fall in love with the product or approach. We should marry our mission — the problem we're trying to shift — and simply date our model.

Every industry is stuck. Not broken, but stuck. Someone is challenging the assumptions in your industry and messing with the rules to the prevailing model. In response, we should remain appropriately paranoid; only the organizations that embrace shifts will thrive.





MAIN POINTS

- What would my replacement do? This question can bring clarity, energy, and courage. Don't be a coward or get too tired to do what your successor would do.
- Who am I listening to? Who is the most persuasive person around you? Is that the right person? If their paycheck, tenure, or reputation is tied to the status quo, they will empower you to resist change.
- What do I believe is impossible to do? What do I believe is impossible to do in my field, but if it could be done, it would fundamentally change my business?

FACILITATION QUESTIONS

On a scale of 1 to 10, how open are you to shifting? How would you rate your organization as a whole?

Are you listening to the right people? If not, consider who you can schedule a meeting with this week.

How can you keep your team focused on the mission more than the model?



ABOUT THE SPEAKER

Returning to the Leadercast stage, Andy brings anecdotal insights on life and leadership for attendees. He is the founder and senior pastor of North Point Ministries in Atlanta, and reaches millions online and through his podcast. Andy has authored more than 20 books on leadership, relationships and faith.

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Live a Life of Purpose, **Passion and Impact**

Liz Forkin Bohannon

QUICK REVIEW

The existing model explaining the stages of change (unconscious incompetence, conscious incompetence, unconscious competence, conscious competence) positions each stage on a stair step with the goal of progressing toward conscious competence. However, that model is flawed because it positions us to act out of fear. We fear we'll lose our place at the top or develop imposter's syndrome.

The more helpful approach to the stages of learning is to view them as a cycle, not stairs. The end goal should not be mastering - we should stay curious and be intentional about channeling our inner beginner.





MAIN POINTS

- Don't be too much of an expert to change your mind, shift, wonder, or ask others for hope when you need it.
- If you want your company to scale, do things that don't scale. Don't be so focused on growth that you lose sight of individuals and treating people well. Handcraft the customer experience.
- Honor your small dreams and take them seriously. The power of impacting one person is so much greater than the lack of impact from not acting on your big dreams.

ABOUT THE SPEAKER

Liz is the founder and CEO of Sseko Designs, an ethical fashion brand that works to educate and empower women. She's the author of Beginner's Pluck and was named by Forbes as one of the top 20 public speakers in the U.S.

FACILITATION QUESTIONS

How would your organization look and operate if you handcrafted the customer experience? What can you change now to create progress in that direction?

What small dreams do you need to revisit?

Which of the learning stage models do you embrace?



A Great Place to Work for All

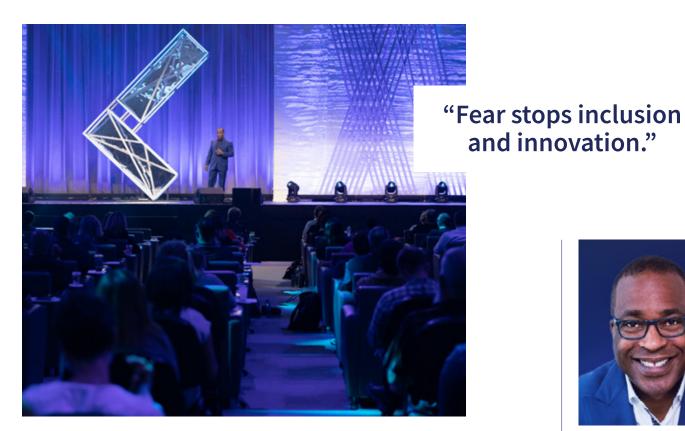
Michael C. Bush

QUICK REVIEW

No matter where they're located, what kind of job they do, or where they work, all employees want the same things: to be respected, to be treated fairly, to enjoy the people they work with, and to be able to take pride in their work.

If everyone feels needed, necessary, and like they belong, a company will experience greater success. However, trust and respect erode if employees feel like they're being mistreated or undervalued. And you cannot develop an environment of trust if people don't feel safe and free to be who they are without worrying that doing so will threaten their careers. Practicing humility, curiosity and truly caring for your employees will easily make your organization a great place to work.





MAIN POINTS

- Creating a great place to work for everyone pays dividends because a workplace that feels safe drives innovation and creates high performers.
- Organizations focusing solely on the bottom line are not as profitable as those that also strive for high trust and safety.
- Lead with inspiration, not fear. Avoid saying the words "must," "require," and "you better."



ABOUT THE SPEAKER

Michael is CEO of Great Place to Work, the global authority on high-trust, high performance workplaces. His book, A Great Place to Work for All inspires leaders of organizations to develop every ounce of human potential in their workplaces.

FACILITATION QUESTIONS

What can you do this week to build a culture of higher trust at your organization?

What are some ways you can know if your employees feel like they belong, needed and necessary?

Do you think your employees feel safe to openly share their ideas? Why or why not?



Conscious Leadership: The Three Centers

Deni Tato

QUICK REVIEW

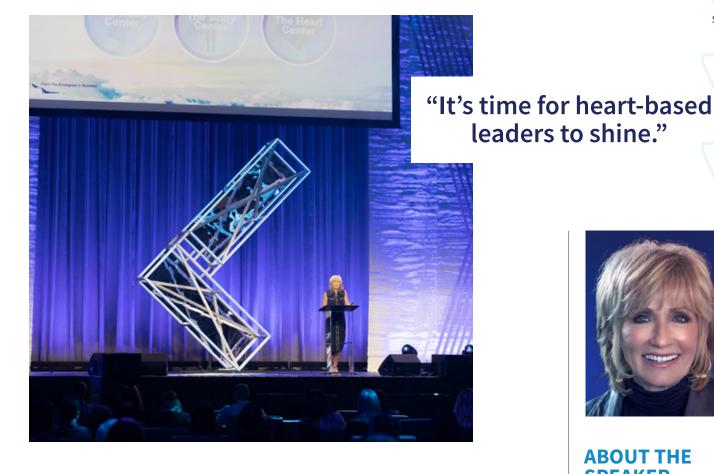
There are three centers of intelligence where we take in and process information:

- Head: the source of intellectual intelligence; thought-based
- Body: the source of somatic intelligence; our instincts
- Heart: the source of emotional intelligence; feelings-based and focused on others

Historically, each generation has relied on a different center in the workplace. Our grandparents relied on their bodies in their manufacturing and farming jobs. In the last 60 years, we have leveraged our minds through jobs requiring accumulating knowledge. However, with artificial intelligence, machines will soon be able to accomplish things faster and better than humans.

Now it's time for a shift to focus on our heart center. As leaders, we need to invest in people emotionally and inspire them. We should help employees discover their purpose and then help them connect that purpose to the work they do.





MAIN POINTS

- We have access to all three centers and use them every day, but each person tends to rely more heavily on one in comparison to the others
- When we are aware of all three centers of intelligence, we bring integrity and wholeness to our actions.
- Soft skills are being held in higher regard.



ABOUT THE SPEAKER

Deni is a certified Enneagram teacher, trainer and executive coach for Fortune 500 leaders. As the CEO of Corporate Consciousness, Deni helps executives, teams and entire companies be more successful by understanding each other better.

FACILITATION QUESTIONS

Which center do you naturally operate out of most often?

What can you do in your workplace to invest in your team's heart center?

How can you help those you lead discover their purpose and how it connects to their work?



Pivot: How Roadblocks Can Force You to Innovate

Guy Raz

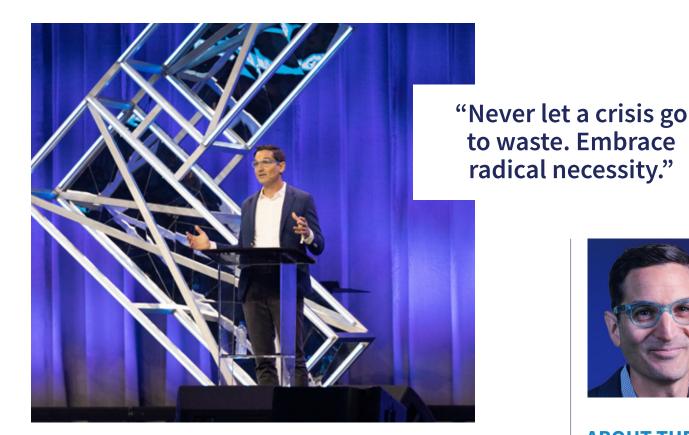
QUICK REVIEW

The pandemic created radical necessity: companies had to solve immediate problems with an expedited timeline in order to survive. Leaders had to invent new ways to meet, entertain, dine, travel, and more. Businesses all over the world couldn't wait until it was perfect to release new products or online platforms — they were forced to act quickly and troubleshoot later.

Some changes were extremely successful and continue to stick around. Plus, employers are realizing that remote work is possible, enabling them to find talent in parts of the country that were previously inaccessible. Families no longer need to live in expensive cities and the list goes on.

When you're forced to make a big shift as a leader, don't panic. Embrace the opportunity to try something new.





MAIN POINTS

- Every business has a story and will face truly difficult moments.
- When you're forced to make a shift in your business, see it as an opportunity to ask hard questions and throw out big ideas.
- Businesses, big and small, will be better served by listening and acting with empathy.



ABOUT THE SPEAKER

Guy is an acclaimed radio and podcast personality, described by The New York Times as "one of the most popular podcasters in history." His best-known show and book, How I Built This, gives priceless insights and inspiration from the world's top entrepreneurs on how to start, launch, and build a successful venture.

FACILITATION QUESTIONS

What shifts has your company made over the past 18 months as a result of radical necessity?

What's a lesson that you learned from that radical necessity?

How will your brand be different moving forward?



Hall of Fame Leadership

David Baker

QUICK REVIEW

A football huddle is a metaphor for culture: all kinds of people from all kinds of backgrounds gathering together. The concept of team is a miracle: everyone works together for a single goal. Our differences don't matter in the huddle. If you can help get one more yard, it doesn't matter who you are.

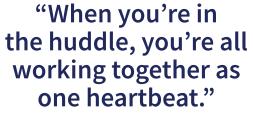
We think that hall of fame players fell out of bed being great. But the reality is that they had to work hard to be great, and many supported them along the way. The same qualities — like commitment and integrity — can create greatness in all kinds of roles.





MAIN POINTS

- Like the Hall of Famers, we reach our goals with the help of others. They had a village to drive them to practice and who helped them improve. Every leader has had support.
- Commit to a concept of "team" that's bigger than you.
- Developing a good work ethic and strong character can lead to greatness in any area.





ABOUT THE SPEAKER

David is the President and CEO of the Pro Football Hall of Fame. He's 6'9" but never played a snap of football. Famous for his surprise visit to new inductees, David is a strong personality and an even stronger leader.

FACILITATION QUESTIONS

Who has helped you get where you are today?

How can you create the huddle mentality in your workplace?

Of the qualities Baker mentions – commitment, integrity, courage, respect, and excellence – which is the weakest for you?



Leading Off the Field

Cris Carter

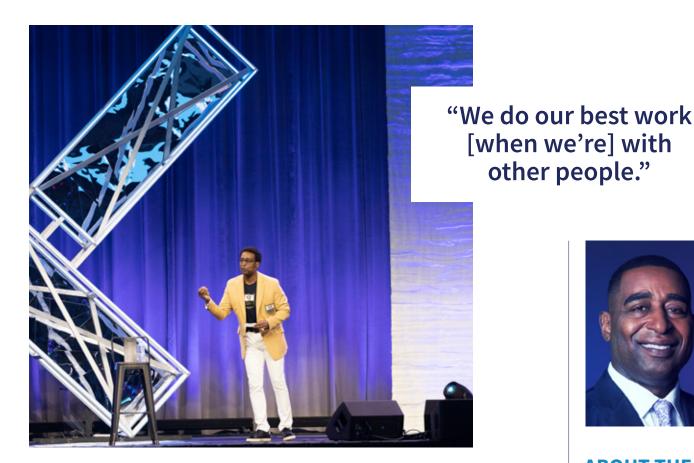
QUICK REVIEW

The people that we surround ourselves with greatly impact our lives and can shift our perspectives to help bring out the best versions of us. When we're not at our best, that supportive group of people should be honest with us, challenge us, and call us out to do better.

Every good leader has a support system that made them who they are today. Allowing other people to speak into our lives helps us grow as we reach new heights in our careers.

But it's not just about surrounding yourself with good leaders. We must also be those types of leaders to the generations after us. We can bring the best out of them and help them to inspire change and strengthen our communities for a better future.





MAIN POINTS

- If you want to be a great leader, learn to tap into others.
- Surround yourself with grounding forces that encourage and support you.
- Reaching your full potential takes humility, grace, and a shift in your perspective.



ABOUT THE SPEAKER

After becoming the first All-American wide receiver at Ohio State University, Cris went on to a prolific NFL career from 1987-2002. He was inducted into the Pro Football Hall of Fame in 2013. As a broadcaster Cris has worked for HBO, Fox Sports, and ESPN.

FACILITATION QUESTIONS

Who has inspired or challenged you to make big changes in your life?

How did they achieve this?

What challenges are you experiencing in your work right now? Who can you bring into your circle to help encourage and support you through this challenge?

How do you plan to encourage your team this week to help get the best out of them?



Courageous Love

Chuck Mingo

QUICK REVIEW

During times of uncertainty and change, the tension can feel unconstructive, unresolvable, and unrelenting. As leaders, we've been called to rise above the tension and lead with courageous love.

The Civil Rights Movement is rich with examples of courageous love. And in each of these examples, we experience the humility and vulnerability of the leaders of that time. If we choose to lead with courageous love, we can break down the barriers that get in the way of experiencing real shifts.

Tension doesn't have to feel unconstructive. As we go first and lead with courageous love, we can live and work together — undivided — to improve our communities and the lives of the people around us.





MAIN POINTS

- Courageous love is the forward momentum in the face of fear and believing that the people you lead always deserve your best.
- Amid tension, disagreement, change, and uncertainty we can believe that our differences are still resolvable because even the people we disagree with are worth the resolution.
- Be the first person to step up and do something that unites communities, even if it's uncomfortable.





ABOUT THE SPEAKER

Chuck is the founder of Living UNDIVIDED, a racial solidarity movement that takes participants through *life-changing moments* of racial healing. Chuck is also the Teaching Pastor at one of the largest churches in America, Crossroads Church.

FACILITATION QUESTIONS

Have you ever been so scared of something that you felt your heart race? What was that like? What did you do?

Who in your life has demonstrated courageous love in their leadership?

Where can you show up this week and demonstrate courageous love? In what areas of your life can you "go first"?



Leading Yourself Through Change

Rainn Wilson

QUICK REVIEW

Before Rainn Wilson became famous for his role as Dwight Schrute in the hit TV comedy, The Office, he was a struggling actor trying to make his way in Hollywood. He's seen poor leadership, missed opportunities, and disconnected roles that didn't fit his unique acting style.

Each of these hiccups, disappointments, and downright failures helped him to learn a very valuable lesson: shifting our perspective and seeing new capacities in our lives that we didn't recognize before.

"Sometimes we don't shift because we hold ourselves back with these limiting beliefs. You are capable of doing a lot more than you think."



MAIN POINTS

- Don't pigeonhole yourself recognize opportunities and build your capacity to find new ways to shift and make a greater impact.
- When we invite more people to share their thoughts, opinions, and expertise, we can create something far better than if we did it alone.
- Failure isn't a bad thing, it's a valuable teacher that can help show us the way to success.



ABOUT THE SPEAKER

An Emmy Nominated and SAG award-winning actor best known for playing "Dwight Schrute" on NBC's Emmy award-winning comedy, The Office, Rainn founded the popular entertainment company, SoulPancake, which has over 3.45 million subscribers on YouTube and launched his NY Times bestselling book of the same name.

FACILITATION QUESTIONS

Who were the best leaders in your life? Who was the most difficult? How did each impact the way you lead?

Think about a time when you thought you had failed. What did you learn from that failure? How has it shaped you into the person you are today?

In what ways are you taking care of your mental health as a leader today? What are three new ways you can focus on your mental health this week?

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Zero Waste, Zero Hunger

Sunny Parr

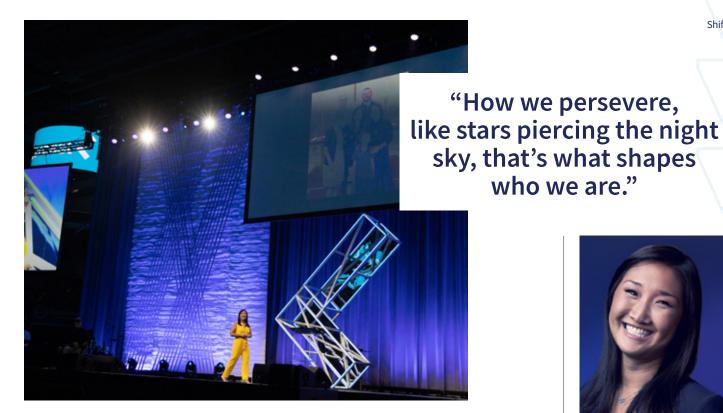
QUICK REVIEW

Growing up, Sun-Hee Lee (now Sunny) was born a bastard child with a cleft palate, living in a cave with no electricity or running water, with only her mother caring for her.

Sunny ended up in an orphanage, and was eventually led to her parents in the U.S., who she imagined were looking up at the very stars she looked at every night while in Seoul, South Korea.

Today, Sunny shares this message of hope and the journey to her new life in the United States to inspire leaders to have the courage to be more vulnerable and honest, sparking a renewed desire to be a shining star for others you cross on your path.





MAIN POINTS

- Perseverance is more than just the ability to get through adversity, but what ultimately molds us into the person we become.
- We are not destined to be our circumstances. Our lives are meant for a much greater purpose.
- Perseverance allows us to be vulnerable; we have to let go of what we can't control and keep moving forward.



ABOUT THE SPEAKER

Sunny is the Executive Director of the Kroger Co. Foundation, the philanthropic arm of the Kroger family of companies across the U.S. (the third largest retailer in the world). She launched and leads Kroger's moonshot initiative, the Zero Hunger I Zero Waste campaign.

FACILITATION QUESTIONS

Who is a "star" for you, guiding you through life?

Sunny says that her greatest role today, as a leader, is being with her loved ones. What's yours?

When have you felt you've displayed the most perseverance in your life?



4 Keys to Co-Creating an Allyship

Austin Channing-Brown

QUICK REVIEW

America's fight for racial justice has felt like a long road, but in the grand scheme of things, racial justice is relatively new to Americans. It's something we are practicing and learning as we move forward. And as we learn, ideas and culture continue to evolve, which means there is no chance that one person will ever be perfect in this fight.

Our fight for racial justice requires us to prioritize courage over niceness, commit to getting involved in pursuits of racial justice, and remain open to adapting new beliefs as you learn more.

Becoming an ally to the people of color around you isn't simply getting somebody coffee or "being friends." It is a significant shift in your life towards investing in communities around you and having the courage to elevate their voices so that more people can be heard.





MAIN POINTS

- Courage matters more than niceness.
- Remain eager to support, assist, fund, develop, and get involved in pursuits of racial justice.
- As allies, we must remain teachable and committed.



ABOUT THE SPEAKER

Author of I'm Still Here: Black Dignity in a World Made for Whiteness, a NY Times bestseller and Reese Witherspoon's Book Club selection, Austin is the **Executive Producer** of the web series The Next Question.

FACILITATION QUESTIONS

Can you recall a time when you were an ally (by Austin's definition)? A time when you weren't but thought you were?

Have you ever found yourself wishing you'd taken advantage of a moment by being courageous? What did that feel like? In what ways can you commit to being courageous even when it doesn't feel comfortable?

What are some ways you have displayed courage, even at the expense of "being nice"?



The Motivation Code

Todd Henry

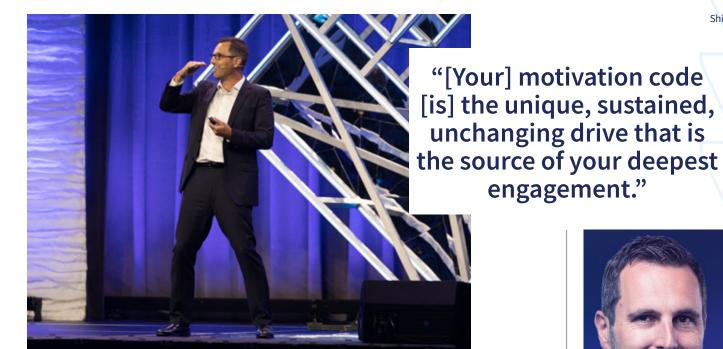
QUICK REVIEW

Three things make up great work: skill, experience, and motivation. If you take away any of these traits, we produce grind work, poor work, or immature work. But here's the problem: we can teach skill and we can provide experience, but we cannot manufacture motivation.

If we pause to acknowledge and examine the moments when our team members were most engaged with their work, we can unlock something meaningful about what truly drives them.

While we've always been told about extrinsic and intrinsic motivators, our motivations are truly unique to us. It's up to us, as leaders, to recognize our motivations and use them to the advantage of the team. And, it's up to us to see the motivations in others to help fuel them to bring their best to work every day.





MAIN POINTS

- In order to be successful, we have to have the skills to do the task, experience to know what tasks should be done, and the motivation to see the task to successful completion.
- As leaders, we need to understand what fundamentally drives our team. (The Motivation Code helps us understand the six different motivation families: visionaries, achievers, team players, learners, optimizers, and key contributors.)
- Always dig deeper with your team and ask specific questions to help you better understand their motivations and how you can connect with them and inspire them to always bring their best work forward.



ABOUT THE SPEAKER

Founder of the Accidental Creative, a podcast with millions of downloads. **Todd** has written four books and speaks internationally on creativity, productivity, and passion for work. His latest book is The Motivation Code: Discover the Hidden Forces That Drive Your Best Work.

FACILITATION QUESTIONS

Do you ever find yourself in the 'grind work,' 'poor work,' or 'immature work'? How did you recognize it?

What motivates you? What are some of the top external motivation factors you've experienced? Some of the top intrinsic?

What three questions do you plan to ask your team this week so that you can begin your work to dig into their motivations?

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.

- Leadercast NOW Stream leadership wisdom whenever you need it. Leadercast NOW gives you access to hundreds of experts and icons from all industries and backgrounds in this vast one-of-a-kind leadership video library. To receive a \$100 discount on an annual membership use the discount code **SHIFT** at checkout. leadercastnow.com
- Leadercast Tuesday Takeaways Newsletter Develop your skills with weekly guidance from everyday leaders just like you. Dive into free webinars focusing on step-by-step advice, tips and self-reflections from our network of content contributors who understand the challenges and needs of the modern-day leader.

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