



# The 8 Dimensions of Leadership

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*This discussion guide will be more valuable with your personal Leadership Map.*

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1. The authors suggest that the leader's personality is intertwined with leadership skills. Do you agree? Why or why not? Site examples from your experience as a follower.
2. According to the authors, leaders are not just performing tasks. Followers look at leaders as a whole person. Therefore, a leader cannot "outsource" any of the 8 dimensions of leadership identified in the book. Give an example of a time when you tried to outsource a requirement to be: Pioneering, Energizing, Affirming, Inclusive, Humble, Deliberate, Resolute, or Commanding (The 8 Dimensions of Leadership). What was the result?
3. Considering your leadership journey, do you find that the larger your reach within the organization, the more you need to use all 8 dimensions of leadership?
4. The interview brought up the idea of a "default setting" we often rely upon because it reflects our view of the world. What is yours? How has it been reinforced in your life? Site a time when this driver held you back or created an "emotional cold shower" for you? What was the result? (The authors model this well in the interview).
5. The authors recommend learning from others whose default setting is at a place on the leadership map quite different from yours. Share an experience in which you learned an important lesson from such a person.
6. If you and others in this discussion group have personal leadership maps, overlay the DiSC dimensions Emma described in her crash course on DiSC. Does this suggest areas you might need to develop to be a more effective leader? Share your observations.
7. What advice would you now give to a younger version of you?

Option: When you leave this discussion, share your map with those you lead and solicit feedback on how your leadership style affects them.

To listen to the Bookends interview go to: <http://www.bookendsbookclub.net>

