



## Take It One Step At A Time

Have everyone bring a current leadership challenge to meeting. Taking turns, have one person go first and follow the questions and group discussions listed below:

As you reflect on the challenge you brought to this meeting, think how best to articulate it to the group. What is the gist of the story? What are you facing? When you're ready, explain it to your group.

**Group:** Listen closely to the speaker's challenge. What is the essence of their situation? If you had to summarize, how would you describe their challenge? After hearing the challenge from the leader, use the four steps listed below to deepen the discussion one step at a time:

### 1. Break it down

Think of the current challenge you just heard. What are the elements? Can you break it down to smaller components?

### 2. Determine Root Cause

Use the Five Whys technique to get beyond symptoms and discover what is at the heart of the challenge. To use this technique, state your problem and then ask the question "why?" five times. This deceptively simple exercise can help distinguish symptoms from true problems.

### 3. Brainstorm

What ideas do you have for the speaker? Where do you see opportunities for **Outsight** and **Small Wins** in how this person addresses their situation?

**Outsight:** Where do good ideas come from? What are some ways you can use oversight – to search for opportunities and innovative ideas outside your team, organization, or industry?

**Small Wins:** Leaders identify the place to get started and begin by modeling the action. Breaking big, even overwhelming problems into small, manageable chunks is an important aspect of creating small wins. Leaders work hard at finding ways to make it easy for the team to succeed. Small wins create a pattern of winning that attracts people who want to be allied with a successful venture.

### 4. Capture

Write down all the ideas from both the speaker and the group. Don't judge – just record.