



Leading from the ground up

For new or renewing leaders



Module: Foundations of Leadership

Conversation guide

1. What this role needs: How is your current role different to your previous roles? What made you successful in the past roles? What will you need to do the same or differently to succeed in this role?

2. Team strengths and weaknesses: What is the team's reputation? What does it get praised for? What is it criticised for? How easily does it meet its delivery objectives?

3. Team standards: What are the standards you expect the team to live up to? These could be the quality of work, the way they contribute to the team, their focus on customers and organisational priorities. How do you work with the team do build consensus around the standards you all abide by?

4. Team members' situational analysis: Using the situational leadership framework, to what degree do team members need direction and support from you? In what areas do they have the greatest need? Which activities and capabilities are the most urgent to address for the team's business objectives to be met?



5. Suppliers: Who supplies your team with what they need so they can do their work? How can you work with these people or organisations to make sure supply is reliable and of the quality you need?

6. Leadership collaboration: What are the common issues and opportunities across the business area your team belongs to? How can you and your peers help each other - resources, coordination, skills sharing, projects?

7. Boss' expectations: What does your boss expect from you and your team? How have you worked together to ensure they are realistic expectations - not too much, not too little?

8. Ad hoc flexibility: How are you ensuring you have capacity to do the ad hoc jobs that frequently need doing as part of your boss' team and as part of the broader leadership group across the organisation?



Additional Notes

