

The Engineer's Guide to Authentic Leadership
Reflection Questions

Chapter 2

1. When and where have you taken risks in your life?
2. What happened when you took a risk, and what did you learn?
3. Where are the opportunities for you to speak up in your organization?
4. How can you create changes that help your organization better meet its goals?
5. What does it mean for you to find and exercise your personal power?
6. When you exercise your personal power, what are the results for you and your organization?
7. How do you create value for your company? How do you know?
8. What myths have their grip on you? Where did they come from?

Chapter 3

1. Whom would you name as the most admired leader in your experience?
2. What characteristics made this person influential in your life?
3. How did this person make you feel?
4. How do you define effective leadership or its ingredients?
5. Think of an experience you had with a powerful leader. What did you learn?
6. How have you tried to use that knowledge in your own leadership practices?
7. What leadership practices keep you thinking and growing?
8. Who are the supporters that keep you on track and hold you accountable?
9. If you developed your own leadership model, what would be the most critical variables?

Chapter 4

1. How often are engineers and scientists in your organization promoted to management?
2. How do engineers and scientists demonstrate their leadership capabilities?
3. How are you taking steps to exercise your influence as a leader?
4. What kind of impact do you want to have on your team and your organization?
5. How are scientists and engineers regarded in your organization?
6. How are scientists and engineers involved in business decisions or future strategies?
7. Are women adequately represented in your organization's leadership ranks?

8. Who are some of the women who have succeeded, and how have they done so?
9. Does your organization have a policy for flexible employment? Do employees take advantage of it? What are the perceived benefits and drawbacks?

Chapter 5

1. What myths or misguided beliefs are you ready to leave behind?
2. What new beliefs will be your anchors as you prepare for your future?
3. As you think through your talents, passions, and values, what stands out?
4. Can you align those personal characteristics with your notion of success?
5. Does your work involve your imagination now? If not, how can you engage it?
6. What lessons have taught you something new and valuable?
7. Where do you want to stretch yourself with new beginnings?
8. Create a life line, as discussed at the beginning of this chapter, and identify your peaks and valleys. What patterns and habits did you form during and after these experiences?
9. What do you want to change in your work, your life, and the world?

Chapter 6

1. How do your deeply held beliefs inform you as you attempt to act more intentionally? How do you react when you discover obsolete beliefs linked to some of your actions?
2. When you think about the transformational breakthroughs in your life, what stands out for you?
3. Have you ever taken the opportunity to do some reflective ‘time out’ from the work world? What happened for you as you deliberately took this time?
4. What do you know about your truth at this important point in your life? What is the emerging edge of your growth and development?

Chapter 7

1. What is your leadership potential? How do you know?
2. What assessment have you used in the past? What new assessment instruments may have value for you?
3. What feedback has come to you that suggests others think you have strong leadership potential? How might you gather more insights from others?
4. What, in your opinion, are the fundamentals of becoming a leader? Make a list of those you believe are the most important.

Chapter 8

1. What do you need to *let go of* in order to start your journey toward your vision?
2. What will you certainly want to *hang on to* – taking it with you?
3. What do you see that clearly *needs to be different*?
4. Who will be part of your *support team* on the journey ahead?

Chapter 9

1. In what ways are you being intentional in how you learn, grow, and stretch yourself to step into being the leader you want to be?
2. What kind of support could a personal board of directors provide you? Who might be some candidates?
3. What do you do to be reflective or introspective? What works best for you to maintain the balance between reflection and action?
4. What are some of the lessons you've learned about leading change? How have these had an impact on your approach?

Chapter 10

1. As you think about the change you want to see in the world, how does this affect what you imagine is yours to do?
2. Think about how you exercise personal power? What are some examples of how you influence others?
3. List some examples of creative thinking at your workplace. How is it encouraged? When are you moved to try new approaches?
4. What 'next great idea' are you excited about? How will you pursue it?
5. What is the first small step you can take toward making a difference?

Chapter 11

1. What opportunities have you had to take on action learning projects?
2. Can you think of a project to propose today that would give you opportunities to be more visible in your leadership practice and solve company problems at the same time?
3. When have you taken a stand for what you believe is ethical and right? What pushed you to take that stand, and what happened as a result? What did you learn?
4. What have been some of the greatest learning experiences in your life? How do these correlate with your experience of drawing your lifeline and noting the peaks and valleys?
5. Think of a crucible experience in your life as a leader? What happened? What did this learning experience teach you? How have you changed your approach as a result?

Chapter 12

1. What are your intentions for ensuring your continuous growth and development?
2. How can you assure yourself that you are ready to take action and not overwhelmed with too much data?
3. What strengths do you intend to leverage?
4. How will you ensure these leveraged strengths will reduce any areas of weakness?
5. What are the first few steps you are willing and ready to take?
6. What stands in your way?
7. How will you monitor your change process?
8. Who will be helping you assess your progress?
9. How will you use your supporters wisely?

Chapter 13

1. How would you describe your communication practices?
2. How do you engage others or share your ideas in order to enroll them in your ideas, plans, and/or vision?
3. What areas of your relationship building do you want to grow and develop further?
4. How will you do this? Be specific in the areas you want to develop.
5. Who are some of the leaders you know who have the ability to draw people into their visions and ideas?
6. What do you notice in their behaviors and actions that are compelling for you and others?
7. What are your gifts and talents in building trusting and strong relationships?
8. How do you exercise your gifts and talents in making a difference?
9. What kind of feedback do people give you about your strengths in relationship building?

Chapter 14

1. What 21st Century challenges spark your imagination and passion?
2. What might you do to pursue those interests more fully?
3. How does your visions align with the Grand Challenges cited in this chapter?
4. How do you see your efforts contributing to some of those?
5. What other needs fit your interests?
6. Where does your deep joy meet the world's deep hunger?

7. What callings are lurking deep within you?
8. How might you surface those callings so that they become part of your roadmap ahead?
9. What is keeping you from taking flight – from going after your dreams?

Chapter 15

1. Consider your worldview: how would you describe it, and what does this tell you about yourself?
2. How does it contribute to your ability to be a leader who will truly make a difference?
3. What does the Obligation of the Engineer mean to you?
4. If you are not an engineer, how does it apply to your discipline?
5. When you ponder the challenges of this century, what emerges for you in terms of feelings, wants, and needs?
6. Think of a time when you had a peak experience of collective resonance. What happened? How did you contribute to the experience?

Chapter 16

1. How does collaboration become a key practice for you as you exercise your influence and demonstrate your leadership capabilities?
2. What are some of the ways the organizations you are affiliated with are changing today?
3. Where are there deliberate attempts to bring people together across borders and for what purpose?
4. What is emerging in your thought process at this point?
5. Do you see new opportunities for yourself to get involved in collaborative efforts that are about making a difference that is important to you?
6. Are you ready to begin some kind of reflection process that captures your thoughts, ideas, and possibilities as a result of reading this book? How will you do this?

Chapter 17

1. What practices or principles will guide you in becoming a sustainable leader?
2. How will each specifically help you?
3. Consider taking on a mentoring role or being mentored yourself. What do you feel are the most important things to consider in a mentoring relationship?
4. As you consider 'self-care', how will you ensure you are giving yourself opportunities for renewing and revitalizing yourself? What is your plan?
5. What ways do you want to make sure you are reaching out in your community to sustain your learning and leading?