



Human Optimization

Pod Club Discussion Questions



E63: A framework for understanding good leadership

Guest: James R. Hebl, M.D., F.A.S.A.; Medical Director for Leadership and Talent Development at Mayo Clinic and a certified executive coach for healthcare leaders.

The three big questions explored in the podcast:

Question 1

What is leadership really, and how can we move it from a vague concept into something concrete?

Question 2

Why do so many of us struggle to develop ourselves as leaders and to teach others about leadership?

Question 3

How can we use this framework to better lead ourselves and others?

Discussion Questions:

1. Dr. Hebl defines leadership as a "social process of engaging colleagues to overcome challenges and capitalize on opportunities." How does that definition change your perspective on leadership?
2. The "Leading Self" level is positioned as the foundation of the entire leadership pyramid. Why do you think people often skip this step or struggle to prioritize their own well-being and goals before trying to lead others?
3. Dr. Hebl compares "Potential" (skills and natural tendencies) to the massive part of an iceberg beneath the water. Do you believe these natural tendencies can be changed, or are we just learning to mask/manage them?
4. How do you solicit honest feedback in your current role, and how do you handle it when that feedback is difficult to hear?
5. Think about a leader in your life who you respect and admire. What pillars of the LLIFE model (Leads Self, Leads Others, Inspires Others, Forward-thinking, Engages Others) do they do well? What pillars were maybe a little weaker?
6. Which pillar of the LLIFE model do you find most challenging to execute in your daily life? Why is this area a challenge for you, and what steps could you take to improve it?
7. How do you distinguish between "empowering" a team and just delegating work to them?
8. Based on this episode, what is one small change you are going to make to help improve in this area. How are you going to keep yourself accountable to that and measure your success? (Be sure to keep it simple, start small, and make it very clear).