

Leadership
IS NOT ABOUT
YOU

DISCUSSION AND STUDY GUIDE

TIM MILBURN / GRANT MILLER

INTRODUCTION

I wrote this book for my own student leaders. I put it into each one of their hands. But it's not enough to simply hand them a book. It's important to walk through the principles and ideas with them. I believe students learn leadership best when they have a guide or mentor or advisor who walks alongside them. It is also beneficial for them to discuss what they're learning in some form of community or small group.

This discussion and study guide was created for the purpose of learning together. The principles and ideas in the book, *Leadership Is Not About You*, will take root more deeply if we take the time to think about them together.

I have provided five questions for each chapter. There are also some basic questions you can use for further discussion. These include:

1. What stood out the most to you from this chapter?
2. After reading this chapter, what are you encouraged to do?
3. If you could sum up this chapter in a sentence or two, what would you say?



IT'S NOT ABOUT YOU...BUT IT STARTS WITH YOU

1. Before you can lead others well, you must lead yourself well. Who is someone you've seen model self-leadership well?
2. What type of habits have you developed to lead yourself well?
3. How does who you are as a leader impact what you do as a leader?
4. Where have you taken responsibility? For yourself? For others?
5. Why do you want to be a leader? What is the source of your desire to lead?

THE RHODIUM RULE REVISITED

1. What would the world look like if everyone followed your example?
2. How much time do you spend each day investing yourself? How do you do

LEADERSHIP IS NOT ABOUT YOU DISCUSSION & STUDY GUIDE

that?

3. Why do you think the Rhodium Rule necessitates doing something as opposed to simply believing something? What is one thing you “do unto yourself” that you hope others will do unto themselves?

4. Think about the story of taking responsibility for a mistake. Does it make you think about mistakes that you might have made? How did you/can you take responsibility for that mistake? How can your own mistakes or failures inspire others?

5. Do you think The Rhodium Rule can make a difference in your life if applied properly? How?

BEYOND OBLIGATION

1. What are some of the tasks you “have to” do in your current role?

2. Why do obligations in our lives always seem to have a negative connotation? When do you find yourself doing the least required of you or just doing enough to get by?

3. Take a look at the IMPACT graph on page 25. Where on the graph do you think you spend the majority of your time? How can you move to a place of greater impact?

4. Opportunity is defined in this chapter as being the “extra ways you impact and influence the lives of others” (p. 23). What is a practical example of that definition in your leadership position? What would you want to do in your current role if you had more time, energy, or resources?

5. What are some ways you can focus more on the people you work with than the work itself?

MOVING FROM YOURS TO OURS

1. What is your vision for the future? Why did you choose that particular vision?

2. How do you communicate what your vision looks like to those around you? How often?

3. What are the obstacles you’ve faced getting a group of people to buy into a shared vision?

LEADERSHIP IS NOT ABOUT YOU DISCUSSION & STUDY GUIDE

4. What is the WHY for your team?
5. How can you incorporate your WHY into messages that focus on WHAT or HOW?

LISTENING: YOUR GREATEST COMMUNICATION SKILL

1. How do you know when someone is really listening to you?
2. What signs or signals do you get from someone who is not a good listener?
3. What does it mean to “objectively” listen to someone?
4. What is one strategy or technique you will try in order to be a better listener?
5. One of the lines in this chapter says, “Before you enter into a conversation with someone, ask yourself: How do I want to make this person feel?.” How will this question help you be a better listener?

FIND A REASON TO CELEBRATE

1. When you accomplish or achieve something, how do you like to celebrate?
2. When you evaluate an event or task, do you spend more time focusing on what went right or what went wrong? Why?
3. The quote from Tom Peters states, “Celebrate what you want to see more of.” What do you need to be celebrating the most in your current situation?
4. Of the five recommendations at the end of the chapter, which one was most important to you? What would you add to the list?
5. What is the next celebration you need to plan and prepare for?

LEADERSHIP AS AN ACT OF SERVICE

1. Based on the definition in the chapter, how would you define the “here” and “there” for you and your team?
2. How have you seen the leader who demands and/or the leader who manipulates be ineffective in being a truly effective leader?
3. Why would being a leader who serves be more effective in most situations?
4. Which characteristic of a leader who serves stood out to you the most? Which characteristic does your team need from you the most right now?
5. What is one practical and tangible way you can serve someone else on your team this week?

MEASURING PERCEPTIONS

1. Why is it important to measure the perceptions of others regarding your leadership style?
2. How can evaluation produce excellence in your leadership role?
3. What are some of the fears you might have in allowing those around you to offer their feedback using this tool?
4. Take the survey on yourself. Which statements did you rate yourself high on? Lower on?
5. Ask someone else to complete the survey on you. What did you learn about yourself?

BUILDING COMMUNITY

NOTE: There are some important questions regarding community after each of the five points in this chapter. Answer these questions as you think about your role in creating and sustaining community in your context.

1. How are you creating space in the schedule for your group to build relationships?
2. What are you doing to communicate the vision with clarity on a regular basis?
3. How can you acknowledge and celebrate the sacrifices group members make for each other?
4. Are you working toward something so challenging that it requires group members to be interdependent on each other in order to achieve it?
5. How will you guide the group through conflict and disagreements?

ME OR WE

1. Which words stood out to you the most? Which ones best describe your leadership?
2. What other words could you add to the Me/We lists?
3. Choose one set of Me/We words. What are the actions or behaviors that would cause those around you to label your leadership using those words?
4. Are there situations when it is important for a leader to focus on Me rather than We?

LEADERSHIP IS NOT ABOUT YOU DISCUSSION & STUDY GUIDE

5. How do the Me/We lists relate to the chapters that you've read so far?

DELEGATION

1. What makes it difficult for you to delegate responsibilities to others? What are you afraid of?
2. What are the benefits to both parties from the act of delegation?
3. If you could only highlight three of the items from the list in this chapter which three would you choose?
4. What is one task or obligation you can delegate? Who would you delegate it to?
5. Look at the delegation exercise in #25 on the list. What might someone say about your leadership style if you followed up with them by asking those questions?

THE "T" IN TEAM STANDS FOR TRUST

1. How can you be more vulnerable and transparent in your present situation?
2. What are some specific strategies you could use to improve a person's morale instead of belittling them when they make a mistake?
3. How do you handle failure in your current position?
4. How do the differences between members of your team strengthen the possibilities of the team?
5. In what ways can you "find the gold" and see potential where others only see problems?

THE "T" IN TEAM STANDS FOR TRUST (PART 2)

1. What are some of the characteristics that describe a person worth trusting?
2. If someone were to ask you if you were a person worth trusting, what would you tell them?
3. Why is it easier to trust someone who takes responsibility for him/herself?
4. How does a leader know when to go first and when to go last?
5. How does a leader go about rebuilding trust when he or she has lost it?

TAKE RESPONSIBILITY FOR THE GOOD OF OTHERS

1. What are the “broken lamps” in your life that you think you should do something about?
2. Why do we shy away from responsibility and look to blame others?
3. How can a problem become an opportunity for a leader?
4. One of the quotes from this chapter says, “When you choose to be a leader, you forfeit your right to forfeit responsibility.” Why is this such a hard statement to put into practice?
5. How does your perspective toward someone else’s problem change when you look at it with the desire to put that person’s needs above your own?

H.E.R.O. OR H.E.R.M.?

1. If you could have a superhero power, which one would you want? Why?
2. What is a skill or talent you currently possess that could benefit someone else?
3. How you can most effectively help and encourage others in your leadership position?
4. “Rescue” is a word that is not often used in everyday situations. How can you rescue others in your leadership position?
5. When are you most tempted to help, encourage, and rescue yourself?

SOLVE PROBLEMS

1. If “a leader’s perspective toward problems is the first step toward actually solving a problem,” then what would be an example of the wrong perspective to have toward a problem?
2. Why does a right perspective give you the best chance for success?
3. How do you currently go about tackling a tough problem? What is your mindset going in?
4. How will the five questions at the end of the chapter help you with your perspective towards a problem you’re facing?
5. Think about a past problem you faced. What kind of story do you tell about the way you handled or mishandled that problem?

THE THANK YOU NOTE

1. When was the last time you received a handwritten thank you note? How did it make you feel?
2. When was the last time you wrote a handwritten thank you note? How did it make you feel?
3. Who deserves a handwritten thank you note from you right now?
4. Why is a handwritten note more powerful than expressing your gratitude through a text or email?
5. What happens to gratitude if it's not expressed?

GO THE "EXTRA" MILE

1. In your current position, which tasks would be the ones you "have" to do? What would you consider to be "extra?"
2. How would you feel if you were forced to carry a Centurion's pack by law and on penalty of death? What would make going an extra mile difficult to volunteer for in that situation?
3. What qualifications or position does a person need in order to serve the needs of someone else?
4. Who in your own life has demonstrated a willingness to go the extra mile for you? What did they do?
5. How can you walk the delicate line of going the extra mile for others without actually doing their work for them?

HOW'S YOUR SERVE?

1. When do you take time for reflection in your current position? What do you reflect on?
2. Why is taking time to think an important task for a leader?
3. Which statements in the survey did you rate yourself higher on? Lower on?
4. What can you do on a regular basis (daily) to improve in the ways you serve those around you?
5. How can your own example influence those around you to grow in their desire and ability to serve?

GREATER THAN ONE

1. What are you currently working on that requires more than just yourself to accomplish?
2. Is the title of leader something you've given yourself or is it something others have given to you?
3. At the end of your time as a leader, what are three words you want those around you to use to describe your leadership?
4. Who else do you know that would benefit from reading this book?
5. When you think back about this book, what do you want to remember most from what you've read?



Did you find this book helpful? Guide your students in the process of leading themselves first by putting **Leadership Starts With You** in their hands.

Available on Amazon.com.

For more tools and resources to equip your student leaders, visit **timmilburn.com**

