

# TURN THE SHIP AROUND: ELABORATE QUESTIONS TO CONSIDER QUESTIONNAIRE

*"Leadership is communicating to people their worth and potential so clearly that they are inspired to see it themselves."*

1. In an organization, are leaders rewarded for what happens after they transfer out or get promoted?

2. Do leaders want to be missed after they leave?

3. When an organization does worse after the departure of a leader, what does this say about that person's leadership?

4. Are you asking questions to make sure you know, or to make sure they know?

5. Do you have to be the smartest person in your organization?

6. How do you know what is going on "At the deck plate" in your organization?

**7. Do people take action to protect themselves or to make the outcome better?**

**8. Does leadership in your organization take control or give control?**

**9. Why is "doing what you are told" appealing to some? DO people really just want to do as they are told?**

**10. Do your procedures reinforce the leader-follower model?**

**11. Are your people trying to achieve excellence or just avoid making mistakes?**

**12. Has your organization become action-averse to avoid errors?**

**13. Do you spend more time discussing errors than celebrating success?**

**14. How do you minimize errors but not make that the focus of your organization?**

15. What causes us to take control when we should be giving control?

16. What would be the biggest obstacle to implementing "I intend to..." at your business?

17. Could your mid-level managers think through and defend their plan of action for the company's next big project? Or would they say "this is what I was told to do."

18. Are you under-using the creativity and passion of your midlevel managers who want to be responsible for their department's output?

19. Which areas of your business are mistake-prone because lower-level employees don't have enough technical competence to make good decisions?

20. How could you implement a "We learn" policy among your junior and senior staff?

21. Can you "divest control" and "increase competence" in your organization?

22. Do you ever walk around your facility listening only to what is being communicated through informal language?

**23. How comfortable are your people with talking about their hunches and gut feelings?**

**24. Are you willing to let your staff see that your lack of certainty is a strength and that certainty is arrogance?**

**25. How do you use outside groups, public, social media comments, and government audit to improve your company?**

**26. What is the cost of being open about problems in your company, and what are the benefits?**

**27. How can you "use" the inspectors to help?**

**28. What messages do you need to keep repeating in your company to make sure your management team doesn't take care of themselves first, to the neglect of their teams and their people?**

**29. What would you and your team like to accomplish?**

**30. How can you as a leader help your people accomplish it?**

**31. Are you unintentionally protecting people from the consequences of their own behavior?**

**32. What is the legacy of your organization?**

**33. How does the legacy shed light on your organization's purpose?**

**34. What kind of actions can you take to bring this legacy alive for individuals in your company?**