



# THE LEADERSHIP CONTRACT™

DIGITAL WORKBOOK



**LEE HECHT  
HARRISON**

© 2016 Lee Hecht Harrison. All rights reserved.

# Table of Contents

Message from the Author	i
Part I – The Gut Check Review	1
CHAPTER 1: YOUR PERSONAL LEADERSHIP STORY .....	2
CHAPTER 2: WHAT’S WRONG WITH LEADERSHIP TODAY? .....	3
CHAPTER 3: WHY WE NEED A LEADERSHIP CONTRACT .....	4
CHAPTER 4: LEADERSHIP IS A DECISION .....	5
CHAPTER 5: LEADERSHIP IS AN OBLIGATION .....	6
CHAPTER 6: LEADERSHIP IS HARD WORK.....	7
CHAPTER 7: LEADERSHIP IS A COMMUNITY .....	8
CHAPTER 8: SIGNING THE LEADERSHIP CONTRACT .....	9
CHAPTER 9: THE TURNING POINTS OF LEADERSHIP .....	10
CHAPTER 10: LIVING THE LEADERSHIP CONTRACT .....	11
CHAPTER 11: EMBEDDING THE LEADERSHIP CONTRACT IN YOUR ORGANIZATION .....	12
Part II – Putting The Leadership Contract into Action	13
STEP 1: SELF-ASSESSMENT SURVEY .....	14
STEP 2: THE FOUR TERMS OF THE LEADERSHIP CONTRACT.....	18
Final Thoughts	20

# Message from the Author

Dear fellow leader:

Thanks for visiting [www.theleadershipcontract.com](http://www.theleadershipcontract.com) and purchasing a copy of my book, *The Leadership Contract*. I appreciate your support and trust that you have found the ideas valuable.

The process you will follow works. I know because thousands of leaders like you have completed the activities in the leadership development workshops and seminars that we run at Lee Hecht Harrison. Leaders gain powerful new insights about their leadership roles. They also feel a stronger sense of commitment to being a better leader.

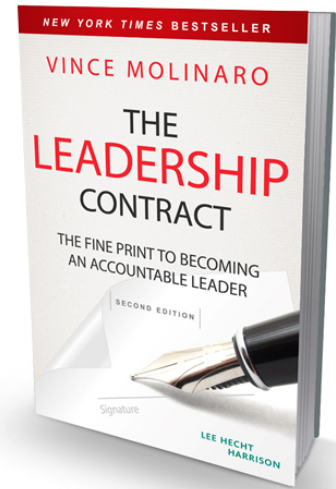
The workbook is formatted as an editable PDF file to make it easier for you to complete the activities electronically. It also assumes you've read my book and understand the four terms of *The Leadership Contract*.

Click [HERE](#) to learn more about the four terms of *The Leadership Contract*.

Good luck!



Vince Molinaro



# Part I – The Gut Check Reviews

I believe being a leader in an organization is one of the greatest honors and challenges that any individual can assume. However, it's not for everyone. And there is only one way to ensure that you have what it takes to be a truly accountable leader—you have to make a conscious decision to lead, with full awareness of what that means.

You will also need to think hard about whether you are ready to commit to accepting the four terms of the leadership contract and become a great leader, the kind of leader your organization needs you to be. You can't be a good or average leader any longer. You can't make leadership just a part of your job, something you focus on only when you have a few minutes of spare time. You need to make leadership your whole job. It's time to aspire to more. It's time for you to be a great leader. But this is going to take some serious work on your part.



To help you through this, we've created this companion workbook. Part I includes a compilation of "The Gut Check for Leaders" from the end of each chapter of the book. As you finish reading each chapter, take time to

reflect on the questions. Use this section to complete your answers as you consider your responses to the Gut Check questions.

You may find it helpful to come back to these questions from time to time. It will be especially useful to review them again when you take on a new leadership role in your career.



## **Chapter 1 – Your Personal Leadership Story**

As you think about the ideas in Chapter 1, reflect on your answers to the following gut check questions:

1. What is your personal leadership story?
2. What critical leadership experiences have shaped you as a leader?
3. With whom can you share your personal leadership story?
4. How might you help a fellow leader better understand his or her own personal leadership story?



## **Chapter 2 – What’s wrong with Leadership Today?**

As you think about the ideas in Chapter 2, reflect on your answers to the following gut check questions:

1. What has been your experience with empty chair leadership?
2. Think of your current leadership role and reflect on whether you have settled as a leader.
3. In what way do you feel disconnected? Why?
4. What has been your experience with disgraceful leadership?
5. Would your employees say that they give you their full discretionary effort?
6. Are your expectations for leadership high enough for yourself and others?



## **Chapter 3 – Why We Need a Leadership Contract**

As you think about the ideas in Chapter 3, reflect on your answers to the following gut check questions:

1. Did you ever consciously decide to be a leader?
2. Do you lead every day with a sense of clarity regarding your obligations?
3. What is the hard work you face? Do you have a tendency to tackle it head-on or do you avoid it?
4. Do you strive to build a sense of community with your fellow leaders?

## Chapter 4 – Leadership is a Decision

As you think about the ideas in Chapter 4, reflect on your answers to the following gut check questions:

1. Can you think of a time when you jumped into a leadership opportunity without really appreciating what you were getting into?
2. What are the major complexities and pressures of your role? Who is legitimately scrutinizing you?
3. When have you been in a situation that forced you to make the Big D leadership decision?
4. Think about the small d leadership decisions you find yourself confronted with. What guides you when making these small d decisions?



## Chapter 5 – Leadership is an Obligation

As you think about the ideas in Chapter 5, reflect on your answers to the following gut check questions:

1. What do you define as your primary obligation as a leader? To what extent do you lead every day with this obligation front and center in your mind?
  
2. Consider the five core obligations of leadership described in this chapter. What insights did you gain regarding your obligation to:
  - a. Yourself as a leader?
  
  - b. Your customers?
  
  - c. Your organization?
  
  - d. Your employees?
  
  - e. The communities in which your organization does business?
  
3. What actions will you take to live up to your core obligations as a leader?



## **Chapter 6 – Leadership is Hard Work**

As you think about the ideas in Chapter 6, reflect on your answers to the following gut check questions:

1. What is the hard work of leadership that you must tackle in your role? What hard work are you avoiding? Why are you avoiding it?
2. In what ways might you make the hard work harder for yourself?
3. What is your mind-set regarding the hard work of leadership? Do you see it all in a positive way or a negative way?
4. How might you be able to strengthen your resilience and personal resolve?



## Chapter 7 – Leadership is a Community

As you think about the ideas in Chapter 7, reflect on your answers to the following gut check questions:

1. Think of times in your career when you may have worked in organizations with cultures described as a rotting of zombies, a league of heroes, or a stable of thoroughbreds. What was the impact on you?
2. Have you experienced a genuine community of leaders? What was the impact on you?
3. How will you build a community of leaders within your organization?
4. How might you help a fellow leader better understand his or her own personal leadership story?



## **Chapter 8 – Signing the Leadership Contract**

As you think about the ideas in Chapter 8, reflect on your answers to the following gut check questions:

1. How do you feel now that you have signed the leadership contract?
2. How do you feel if you were not able to sign the leadership contract?
3. Has anything changed in how you view yourself?
4. How will you behave differently as a leader?

## Chapter 9 – The Turning Points of Leadership

As you think about the ideas in Chapter 9, reflect on your answers to the following gut check questions:

1. What does the leadership contract mean to you? What new insights did you gain about your leadership role?
2. What specific areas must you pay attention to now as a leader?
3. What clarity did you gain about how to apply the four terms of the leadership contract to your role?
4. In what ways has this clarity affected your commitment to be a truly accountable leader?



## Chapter 10 – Living the Leadership Contract

As you think about the ideas in Chapter 10, reflect on your answers to the following gut check questions:

1. How does understanding your personal leadership story help you become a more accountable leader?
2. How does having clarity regarding your value and desired impact help you become a more accountable leader?
3. How will having tough conversations make you a more accountable leader?
4. In what ways will you be a community builder within your organization?



## **Chapter 11 – Embedding the Leadership Contract in Your Organization**

As you think about the ideas in Chapter 11, reflect on your answers to the following gut check questions:

1. To what extent has your organization made leadership accountability a business priority?
2. How can you do a better job of setting clear leadership expectations for your leaders?
3. In what ways do you need to get tough on the tough stuff?
4. How can your organization foster the ability of leaders to connect to one another?

## Part II – Putting The Leadership Contract into Action

Great leaders aren't born; they are made — made and shaped by their experiences. But most leaders aren't fully aware of how their experiences have shaped them to be the leaders they are today. I believe it's crucial for leaders to take time to think about their history and personal leadership story. Some of the most valuable things we have come to know about leadership does not come from books or programs, but through our daily practice of leadership. When I ask leaders what factors have most influenced their leadership, they always say it is their life experiences.

So it's clear to me that there is no better way to learn about leadership and becoming better as a leader than to study yourself as a leader. Your past experiences have been crucial in shaping your values and beliefs about leadership; it is the accumulation of these experiences that guide your day-to-day actions. When you know your personal leadership story, you will immediately have greater clarity as a leader. You will know your strengths as a leader and where you excel; you will also know about your gaps and where you may struggle. Ultimately, you will understand where you can add your greatest value as a leader to drive the success of your organization.

In this section, you will complete the following:

- First, you will answer the self-assessment survey to evaluate your current mindset regarding leadership accountability.
- Second, you will complete short reflective questions to help you translate the four terms of *The Leadership Contract* into your role as a leader.

As you begin to work on these exercises, I would suggest you find a quiet place to do the work without a lot of distractions. Enjoy the process!



## Self-Assessment Survey

Please use this self-inventory to assess your current mindset around leadership accountability. Rate yourself on each statement using a 5 point scale, ranging from “1” representing "Not at All Like Me", and “5” representing "Very Much Like Me".

Your individual results will be seen only by you. We encourage you to be open and transparent with your responses.

Your answers will be tallied for each of the four sections at the end of the survey.

	Not at All Like Me		Somewhat Like Me		Very Much Like Me				
<b>LEADERSHIP IS A DECISION</b>									
1. I have deliberately decided to be a leader in my organization.	①		②		③		④		⑤
2. I am clear on what is expected of me in my leadership role.	①		②		③		④		⑤
3. I fully embrace the challenges and difficulties that come with being a leader.	①		②		③		④		⑤
4. I am very excited about my leadership role.	①		②		③		④		⑤
5. I pay attention to how I show up as a leader each and every day.	①		②		③		④		⑤

Not at All  
Like Me

Somewhat  
Like Me

Very Much  
Like Me

## LEADERSHIP IS AN OBLIGATION

- |  |   |   |   |   |   |
|--|---|---|---|---|---|
| 6. I am fully committed to being the best leader I can be.                   | ① | ② | ③ | ④ | ⑤ |
| 7. I always put what's best for my organization ahead of what's best for me. | ① | ② | ③ | ④ | ⑤ |
| 8. I actively work to leave my organization better than I found it.          | ① | ② | ③ | ④ | ⑤ |
| 9. I know what each of my stakeholders values and expects of me.             | ① | ② | ③ | ④ | ⑤ |
| 10. I am absolutely clear on my personal obligations as a leader.            | ① | ② | ③ | ④ | ⑤ |

## LEADERSHIP IS HARD WORK

- |  |   |   |   |   |   |
|--|---|---|---|---|---|
| 11. I effectively handle the pressures and scrutiny of my leadership role.         | ① | ② | ③ | ④ | ⑤ |
| 12. I view the challenges I face as a leader as opportunities to grow and develop. | ① | ② | ③ | ④ | ⑤ |
| 13. I never avoid tough conversations with the people I work with.                 | ① | ② | ③ | ④ | ⑤ |
| 14. I never shy away from making decisions that may be difficult or unpopular.     | ① | ② | ③ | ④ | ⑤ |
| 15. I continuously work on developing my resilience and resolve as a leader.       | ① | ② | ③ | ④ | ⑤ |

## LEADERSHIP IS A COMMUNITY

	Not at All Like Me		Somewhat Like Me		Very Much Like Me				
16. I actively look for ways to collaborate with my peers across the organization.	①		②		③		④		⑤
17. I always lead with a “one-company mindset”.	①		②		③		④		⑤
18. I build high trust relationships with my fellow leaders.	①		②		③		④		⑤
19. I have a core group of peers that I believe always have my back.	①		②		③		④		⑤
20. I have colleagues who I can go to for advice and support.	①		②		③		④		⑤

## MAKING SENSE OF YOUR SELF-ASSESSMENT

The scores for each of the four sections, as well as the total score, are below:

Leadership is a Decision	
Leadership is an Obligation	
Leadership is Hard Work	
Leadership is a Community	
<b>TOTAL SCORE</b>	

Your responses to your assessment give you a quick snapshot of your current mindset around leadership accountability.

<b>SCORE</b>	<b>INTERPRETATION</b>
<b>80-100</b>	You have the mindset of an accountable leader. Keep assessing yourself on a regular basis to ensure you live up to the four terms of The Leadership Contract™.
<b>60-79</b>	You have the foundation to be a more accountable leader. However, there is room for you to improve and step up in your leadership role.
<b>59-or below</b>	There may be many factors preventing you from stepping up to your role as a leader. You need to take time to reflect on whether you are committed to being an accountable leader and whether a leadership role is right for you.

## THE FOUR TERMS OF THE LEADERSHIP CONTRACT™

In this section, you will spend some time thinking about how you will translate the four terms of *The Leadership Contract* into your role as a leader.



Begin by reviewing your scores on the self-assessment completed in the last exercise.

As you review your results, identify the ways in which you need to be more deliberate in applying the four terms of *The Leadership Contract* in your leadership role. Capture your ideas on the next page. Be as specific as you can in creating a commitment for each of the four terms.



**1. Leadership is a Decision – MAKE IT**

How will you show up in your role to be a more deliberate and accountable leader?

**2. Leadership is an Obligation – STEP UP**

What leadership obligations must you step up to in order to be successful?

**3. Leadership is Hard Work – GET TOUGH**

What hard work will you need to tackle in your role to drive the success of your team and your organization? What are the costs of avoiding this hard work?

**4. Leadership is a Community – CONNECT**

What relationships will you need to make stronger to ensure you are building a genuine community of leadership in your organization?

# Final Thoughts

I hope that the activities in this digital workbook have helped you apply the ideas from *The Leadership Contract* to increase your personal accountability as a leader.

I encourage you to return to this workbook regularly to review your insights and commitments. You might also find it valuable to come back to this workbook when taking on new leadership roles.

To help sustain your momentum day-to-day, consider these additional ideas:

- **Meet with a Trusted Colleague** – Regularly meet with a trusted colleague to gain support and ideas to become a more accountable leader.
- **Meet with Your Manager** – Find time to meet with your manager to share your leadership accountability commitments. Gain feedback and incorporate it to make you a stronger leader.
- **Meet with Your Direct Reports** – Share with your direct reports your personal commitment to be an accountable leader. Solicit their feedback as well.
- **Work with a Leadership Coach** – If you are working with a leadership coach, use one of your coaching sessions to review your personal commitments and generate ideas on how to continually show up with a greater level of accountability.
- **Build a Community of Leaders** – Find a group of like-minded colleagues at work who share a similar passion to be great leaders. Meet with them on a regular basis to support and inspire each other.

## About Vince Molinaro, Ph.D.

Vince Molinaro travels the world helping organizations successfully transform themselves by building strong leadership cultures with highly engaged and truly accountable leaders.

A *New York Times* best-selling author, speaker and leadership advisor, Vince is the Global Managing Director of Strategic Solutions at Lee Hecht Harrison.

As a senior executive himself, Vince doesn't just preach leadership accountability – he lives it every day. His passion for strong leadership extends to his writing and global research. He is a go-to source for media, and his writing has been featured regularly in some of the world's leading business publications, including *The Harvard Business Review*, *Forbes*, and *Inc. Magazine*.

Vince's best-selling book, *The Leadership Contract* (Wiley, 2016), now in its second edition, is a must-read for all leaders. It currently serves as the foundation for culture change and leadership development within companies around the world. Vince has also co-authored two other books: *Leadership Solutions* (Jossey-Bass, 2007) and *The Leadership Gap* (Wiley, 2005).

He believes that a company's ultimate differentiator comes from building a strong community of leaders, and so he shares his weekly insights and best practices on leadership through his *Gut Check for Leaders* blog ([www.theleadershipcontract.com](http://www.theleadershipcontract.com)). He can also be followed on Twitter @VinceMolinaro and on [Facebook](#).

Vince and his family live near Toronto, Canada.







## About Lee Hecht Harrison

Lee Hecht Harrison helps companies simplify the complexity associated with transforming their leadership and workforce so they can accelerate results with less risk. We do this by helping their employees navigate change, become better leaders, develop better careers, and transition into new jobs.

As the world's leading integrated Talent Development and Transition company, we have the local expertise, global infrastructure, and industry-leading technology required to simplify the complexity associated with executing critical talent and workforce initiatives, as well as reduce brand and operational risk. Teams in more than 60 countries around the world leverage our proven programs and global experience to deliver tailored solutions to clients that align talent with the needs of their business.