

Group Guide

For leadership teams, coaching cohorts and reading groups

Six questions for each Part of the book. They are designed to be answered aloud, in a group whose members lead together or are developing together. The rule from the book applies: describe the behaviour, not the intention, and do not improve your answers. Allow ninety minutes per Part. The facilitator's job is to keep the conversation on the way of being rather than the way of the market.

PART I: WHAT MADE YOU (CHAPTERS 1 TO 5)

1. Which fear and which need did you find first, and which took longer to admit?
2. Describe your Strategy for Success as a colleague would see it, including what it costs the people around you.
3. Where has your organisation adapted itself around your strategy? What does it no longer expect from you, or from itself?
4. Which assumption in Chapter 4 did you recognise as your own, and what does it stop you seeing?
5. Share one interpretation you made this week that turned out to be a story. What did it protect?
6. What did the Ten Questions reveal that you would not have said aloud before reading them?

PART II: WHEN IT STOPS WORKING (CHAPTERS 6 TO 9)

1. When did your strategy last fail, and what did you apply more of?
2. Which of your limiting beliefs reads most like a virtue? Say it in the room.
3. Where have you pulled back from a change, and what pay-off was waiting for you when you did?
4. What is the Ten Per Cent Stretch each of you could take this month? Agree who will notice.
5. Describe the water this team is swimming in. What does a new joiner learn in the first fortnight that nobody tells them?
6. Which of the three rings do you spend most attention on, and what is that attention not being spent on?

PART III: THE CROSSING (CHAPTERS 10 TO 12)

1. What identity would each of you have to let go of for this team to work differently? Name it specifically.
2. Where is Not-Knowing currently forbidden in this organisation, and by whom?
3. What is the default future of this team if nothing is declared? Say it plainly.
4. What future would you declare for it, and what would that declaration ask of you personally?
5. Which conversation has this group been avoiding, and what does the avoidance protect?
6. What did you do this week that a responsible declaration would not have allowed?

PART IV: THE FULFILMENT ENGINE (CHAPTERS 13 TO 19)

1. Read your Vessel line aloud. Does the room recognise you in it?
2. Where does your Compass conflict with the team's current priorities, and which one wins in practice?
3. Which fuel is running this team at the moment: protection or expansion? What is the evidence?
4. Name one Specific Practice each of you will adopt, and who will be able to see it.
5. Read your Fulfilment Engine Statement. What in it is aspiration, and what is already true?
6. What is the Impossible Game for this team, and which way of being does it make insufficient?

Running the guide

Ask each member to complete the Leadership Journal for the Part before the session. Open each session with one minute of silence and the Ten Questions page. Close by asking each person for one Specific Practice and one person who will notice it. Keep the completed Aide-Mémoires private unless a member chooses to share; the Statement is often the exception, and hearing them read aloud is usually the strongest session of the four.