

Leadership Book Club Curriculum

Five sessions that follow the five parts of the book.

Format

Five sessions, one per part of the book, roughly every two weeks. Each session runs about 75 minutes: 10 minutes of check-in on last session's commitment, 45 minutes of discussion, 20 minutes on the apply-this-week exercise. Every chapter in the book ends with a "Carry This" exercise. Those exercises are the pre-work, so the discussion is about real reps, not opinions about the book.

Session 1 Building the foundation

Chapters	Prologue and Part I, Chapters 1 to 4
Objective	Move from authority to responsibility. See the gap between managing the number and developing the person.
Pre-work	Chapter 1 and Chapter 2 "Carry This Into Your Next 1:1" exercises, completed in writing.

Discussion questions

1. Joshua describes a manager who made every 1:1 an inspection. Which parts of your 1:1s are inspection, and which are development?
2. In Chapter 2, Jordan mentions he cannot reach decision makers and the moment passes. When did you last cover the business and miss the person?
3. Chapter 3 describes coaching that felt productive but changed nothing. What problem have you been working on that may be the wrong problem?
4. Alexis's question changed from "What should I tell them?" to "What am I missing?" Which question do you ask more often?

Apply this week

One rep this week: prepare two questions instead of two answers (Chapter 4).

Session 2 Performance systems

Chapters	Part II, Chapters 5 to 7
Objective	Set standards people can see, define success in observable behavior, and build a rhythm that keeps clarity from fading.
Pre-work	Chapter 5 "Carry This Into the Week" exercise: three things you let slide and the sentence your team heard.

Discussion questions

1. "What you allow, you teach." What standard has your team learned from what you walked past?
2. Chapter 6 separates communication from clarity. Pick one current goal. Can your team say what success looks like in observable behavior this week?
3. Chapter 7 asks what needs to happen daily, weekly, and monthly. Where does your current cadence leave people to drift?

Apply this week

Open your next 1:1 by revisiting the last commitment out loud (Chapter 7).

Session 3 Coaching mastery: diagnosis and conversation

Chapters	Part III, Chapters 8 and 9
Objective	Use EKS to find the real gap and OIRC to run the conversation about it.
Pre-work	Chapter 8 exercise: one rep, written diagnosis with an evidence line and a test question.

Discussion questions

1. In the Chris story, the "effort problem" turned out to be a knowledge gap that had compounded for two quarters. Who on your team might be in the same spot?
2. The book says to check Knowledge first and Effort last. Why do most managers reach for Effort first, and what does it cost?
3. Which OIRC step do you skip most often: Observation, Impact, Recommendation, or Commitment?
4. Johnathan changed because he saw the gap in his own deal notes. When have you handed someone a conclusion when you should have handed them evidence?

Apply this week

Run the Chapter 9 exercise: rewrite your last real piece of feedback using OIRC, and use the rewrite next time.

Session 4 Coaching each person where they are

Chapters	Part III, Chapters 10 to 12
Objective	Stop leading to the average. Match coaching to each person's level and rebuild belief with evidence, not pep talks.
Pre-work	Chapter 11 exercise: map your team on the Growth Ladder (D, C, B, A, or developing into a leader).

Discussion questions

1. Chapter 10 says you lose an A player through quiet neglect. What have you given your top performer lately besides more responsibility?
2. Which person on your team needs a decision rather than more help? What has kept you from making it?
3. B players are "good enough to be left alone." Who is stuck at B because nobody is coaching them with precision?
4. Chapter 12: when did your most discouraged rep last get real proof that their effort works?

Apply this week

Give one discouraged rep one small, winnable rep this week (Chapter 12).

Session 5 Leadership impact and the human side

Chapters	Parts IV and V, Chapters 13 to 20
Objective	Build the trust, conflict skills, change leadership, and culture that make coaching stick.
Pre-work	Chapter 17 exercise: two columns, what you rewarded and what you tolerated last week.

Discussion questions

1. Chapter 14 says trust is a verdict the team reaches by watching whether what you do matches what you say. What would your team say about last week?
2. In conflict, are you trying to win the conversation or solve the problem (Chapter 15)?
3. Write the "here is why" sentence for the next change you are rolling out (Chapter 16). Does it sound like a memo or the truth?
4. Chapter 18: what have you done this month that made someone measurably better? Not busier. Better.

Apply this week

Chapter 20 close: write one name, one practice from the book, and a day this week. Do the first rep before Monday is over.