

STUDY QUESTIONS ON *LEADERSHIP ON THE LINE*
PRECOURSE READING

Instructions to the Student

The following questions are designed to provide specific focus on the content of the book *Leadership On The Line* by Ronald A. Heifetz and Marty Linsky. Review the questions before you read the book (prior to the beginning of the *Executive Development* course), and refer back to the questions as necessary. Referring to these will help you prepare for leadership discussions throughout the *Executive Development* course.

1. What do Heifetz and Linsky state as the basic premise for their belief that to lead is to live dangerously?
2. Describe the basic difference between a technical problem and an adaptive challenge.
3. According to Heifetz and Linsky, what is the single most common cause of leadership failure?
4. What reason do Heifetz and Linsky give for their thought that leadership requires disturbing people and doing so at a rate the follower can absorb?
5. What is the difference between leadership and authority?
6. What are the four basic ways that people will use when attempting to resist adaptive work?
7. The basic means of adaptive resistance--increasing responsibilities, broadening agendas and unexpected promotion--are examples of what?
8. Discrediting the leader is what form of resistance?
9. Losing your sense of purpose because of your desire for the approval of your own supporters would be considered what type of resistance?
10. Heifetz and Linsky use the metaphor of going to the balcony to illustrate what key principal of being an adaptive leader?
11. What are the five diagnostic tasks that Heifetz and Linsky suggest for helping the adaptive leader see things from the balcony?
12. What are the four basic ways to distinguish a technical problem from an adaptive challenge?

13. Why do Heifetz and Linsky consider leadership to be an improvisational art and how does the balcony metaphor relate to improvisation?
14. What is meant by a leader keeping the opposition close and why is it important?
15. How does a leader work to overcome the issue that, as the organizational leader, a leader naturally is considered part of the solution?
16. Adaptive change requires that the individual close the gap between his/her espoused values and actual behavior. What is the sense that individuals will feel because of this?
17. Accepting casualties is considered indicative of a leader's level of what?
18. What do Heifetz and Linsky mean when stating "no one learns only by staring in the mirror."?
19. Describe the idea and benefits of creating a holding environment.
20. Describe the concept of creating disequilibrium and the productive range of distress.
21. Describe the basic concept and reasoning for "pacing the work."
22. Heifetz and Linsky call Martin Luther King, Jr.'s "I have a dream" speech an example of what?
23. What is the purpose of Heifetz and Linsky's concept of "give back the work"?
24. What are the four types of leadership intervention tactics?
25. Rather than simply ask a loaded question, what do Heifetz and Linsky suggest a leader should do?
26. When taking action it is critical that the leader do what?
27. What are Heifetz and Linsky's reasons for saying it is essential for leaders to hold steady?
28. According to Heifetz and Linsky, holding steady and taking the heat may result in what?
29. What is the concept of "let the issues ripen," and when do we know that an issue is ripe?
30. What are the four key questions to seek answers for when trying to determine if an adaptive issue is ready to be addressed?

31. What are some of the verbal clues that a work avoidance mechanism is at play?
32. What actions can you take when you do not have the authority but need to raise the issue, and do so while minimizing risk to you?
33. What are the four personal areas of challenge for a leader?
34. What is the "Zone of Insatiability"?
35. Describe the issues of influencing the concepts of distinguishing role from self.
36. Heifetz and Linsky state that if you are to be authentic and effective you have to play your role in accordance with your beliefs. What is the danger that Heifetz and Linsky highlight about this?
37. What happens when the leader takes personal attacks personally?
38. What is the long-term benefit to distinguishing role from self?
39. What is the difference between confidants and allies?
40. Why does a leader need a sanctuary?
41. Heifetz and Linsky ask the tough question "Why lead?" To this question they indicate that you must determine what about yourself?
42. What are two points of hesitation, which keep people from taking on leadership action?
43. What is the main point that Heifetz and Linsky make about leadership and the efforts to measure it?
44. What is the main point that Heifetz and Linsky mean by their statement that form does not matter?
45. What is the difference between "having purpose" and having a "particular" purpose?
46. What are the common dynamics of a leader who has heart?
47. What is meant by "sacred heart?"
48. What are the virtues of an open heart?