

## Departmental Contribution Leader Sub-Questions

### Question 1: What are your singular contributions to the 3-year company vision?

- List 3 in all cases. You can start with many more, but narrow it down to the top 3.
- Consider—
  - What gets me excited about this vision?
  - What am I uniquely qualified to contribute?
  - What can I do that will make the greatest impact?

### Question 2: Why are these your greatest contributions?

- I know: that's a statement, not a question.
- Provide your rationale for each in a single sentence.
- Consider—
  - Is this reason compelling enough to make it a top contribution?
  - Is this statement believable to others? Will they agree?
  - Does this communicate why I can make this contribution?
  - Does this communicate how this contribution advances the vision?

### Question 3: What's preventing you now from making those contributions?

- What skills do you need to develop?
- What constraints (time, funding, etc.) inhibit making this contribution?
- What structures or procedures limit my ability to make this contribution?

### Question 4: What are your top 3 strengths that will enable you to deliver your part of the vision?

- Think about what gives you energy.
- If you do not know your strengths, consider using StrengthsFinder or Kolbe A Index.
- Rather than list the strengths as a single word, also state the contribution.

### Question 5: What are the top 3 areas of your leadership that need to grow in order for you to deliver your part of the vision?

- Go beyond listing a single word to describe why this growth is important for your contribution.

## Departmental Contribution Team Sub-Questions

**Question 1:** *What operational or strategic assumptions must change in order to deliver your contribution to the three-year vision?*

- All of your work now is based on assumptions that you may be unaware of. For example:
  - The number of team members.
  - The structure of the team.
  - The span of responsibility.
- Which of these assumptions could limit your ability to contribute to the vision?

**Question 2:** *What operational and strategic assumptions need to replace your old way of thinking?*

- Replace old assumptions with more empowering ones.

**Question 3:** *What must you do differently based on your new assumptions to deliver your contribution to the 3-year vision?*

- Answer this question for the *team*, not you personally.
- Use these questions to spark your thinking.
  - What must we improve?
  - What must we start doing?
  - What must we stop doing?

**Question 4:** *What capabilities does your team need to develop or acquire in order to deliver the 3-year company vision?*

- What skill sets are not represented (or are underrepresented)?
- What cultural attributes are lacking?
- What training will be needed?
- What additional capacity in labor will be needed?
- What resources or equipment will be required?

**Question 5:** *How must you organize your team (e.g., leadership structure, individual teams, functions, etc.) to achieve the 3-year company vision?*

- Approach this question with a beginner's mind. If you were to create your team from scratch to accomplish your vision, what would it look like?
- How many people would you need, and in what roles?
- How would this team be structured?

**Question 6:** *What positions must you hire that don't exist now?*

- Be specific.

**Question 7:** *What other significant problems must be solved in order for your team to deliver your contribution to the three-year vision?*

- List specific challenges that you are facing with your team now.
- List any team-related problems or challenges that have not already been mentioned.

**Question 8:** *What other investments do you need to make to realize this future?*

- Review your answers to Part 2.
- Thinking broadly, what other changes will be required that have not already been stated?