

INSTRUCTOR GUIDE

# Leadership Workshop

Facilitation guidance for outcomes, attention, risk, and decisions

# Facilitator objective

Guide leaders from information sharing to shared understanding, explicit tradeoffs, and decisions. The workshop should not become a status meeting or reporting review.

**Facilitator safeguard:** Keep discussion focused on system conditions, evidence, and decisions. Avoid personal performance evaluation.

## Preparation checklist

- Choose one meaningful outcome or portfolio area.
- Collect existing outcome, customer, execution, engineering, and organizational evidence.
- Ask participants to identify one recent materially important decision.
- Print workbooks and standalone canvases.
- Confirm who can make or sponsor decisions in the room.

## Suggested agenda

|                                                    |
|----------------------------------------------------|
| <b>Opening and outcome framing</b><br>20 minutes   |
| <b>Current reality and risk</b><br>35 minutes      |
| <b>Leadership attention profile</b><br>30 minutes  |
| <b>Decision quality exercise</b><br>35 minutes     |
| <b>Commitments and review design</b><br>30 minutes |

# Exercise 1: Outcome Alignment

**Objective:** Create a shared outcome statement and indicators.

Ask participants to draft independently, compare differences, then agree on beneficiaries, leading indicators, lagging proof, owner, and key risks.

## Watch for

- Watch for outputs such as “launch” or “complete” presented as outcomes.
- Ask what evidence would change a decision.

## Debrief prompts

What changed in understanding? What decision is now possible? Where should leadership intervene? What evidence is needed next?

# Exercise 2: Current Reality

**Objective:** Build a fact-based view of outcome health and risk.

Review evidence across five domains. Separate observation from interpretation. Name gaps and changes in confidence.

## Watch for

- Avoid narrating every metric.
- Ask why each signal matters now.

## Debrief prompts

What changed in understanding? What decision is now possible? Where should leadership intervene? What evidence is needed next?

# Exercise 3: Leadership Attention

**Objective:** Compare where leadership attention goes today with where it should go.

Allocate 100 points across the five domains, compare current and desired profiles, then select one attention-shift experiment.

## Watch for

- Equal allocation is not the goal.
- Attention quality matters more than information volume.

## Debrief prompts

What changed in understanding? What decision is now possible? Where should leadership intervene? What evidence is needed next?

# Exercise 4: Decision Quality

**Objective:** Examine one recent decision and improve the decision pattern.

Reconstruct owner, trigger, alternatives, evidence, risk, elapsed time, outcome, and learning. Identify one improvement.

## Watch for

- Do not debate whether the decision was morally “right.”
- Focus on timing, evidence, ownership, and adaptation.

## Debrief prompts

What changed in understanding? What decision is now possible? Where should leadership intervene? What evidence is needed next?

# Exercise 5: Commitments

**Objective:** Translate learning into 90-day actions and a reusable leadership review.

Record decisions, owners, evidence, next review, and possible continue/adapt/scale/stop choices.

## Watch for

- Do not end with vague action items.
- Every commitment needs an owner and evidence.

## Debrief prompts

What changed in understanding? What decision is now possible? Where should leadership intervene? What evidence is needed next?

# Close the workshop

|                                                                                    |                                                                                               |
|------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|
| <b>Confirm decisions</b><br><br>Read each decision aloud with owner and rationale. | <b>Confirm evidence</b><br><br>Name what will be reviewed next and when.                      |
| <b>Confirm intervention</b><br><br>Identify obstacles leadership will remove.      | <b>Confirm cadence</b><br><br>Schedule the first leadership review using the supplied agenda. |

## Facilitator observations

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**Use note:** Proposed ODM workshop material. Adapt to context. Do not use to rank individuals or teams.