

LUV LIBRARY OF PERSPECTIVE

Leadership Series

Organizational Discussion Guide
For use after exploring all five Perspectives

The Purpose of This Conversation

Welcome to the Leadership Series Organizational Discussion Guide.

This guide accompanies the five Perspectives within the **Leadership Series** in the LUV Library of Perspective. It is designed for use after all five Perspectives have been explored.

The five Perspectives are:

- When good strategy isn't enough.
- When good plans are not enough.
- Implementation begins with understanding.
- Why doesn't change last?
- Why don't people take ownership?

The five Perspectives invite participants to look beyond strategy, plans, implementation, and organizational change to consider a deeper question:

What creates the conditions where people understand their contribution, recognize themselves in the organization's purpose, and naturally take ownership?

The purpose of this conversation is not to review each Perspective individually, reach immediate agreement, or develop an action plan.

It is an invitation to explore the larger perspective that emerges when all five are viewed together.

As people from different roles share their experiences, participants may discover new ways of understanding organizations, leadership, implementation, and the conditions that allow ownership to grow.

The value of this conversation is not found in everyone reaching the same conclusion.

It is found in seeing the organization through one another's perspectives.

How to Use This Guide

- Invite discovery rather than persuasion.
- Allow disagreement, uncertainty, and silence.
- Ask for meaning before asking for solutions.
- Resist the urge to rush toward consensus.

- The conversation has been worthwhile when people leave seeing something they had not previously seen.

Shared Reflection Questions

First Reactions

What stood out to you most as you explored the Leadership Series?

What idea challenged, affirmed, or expanded the way you think about organizations?

Looking Deeper

What conditions do you believe are most important for creating an organization where people understand their contribution and take genuine ownership?

Where do you see the greatest difference between what organizations intend to create and what people actually experience?

Looking Forward

After exploring the Leadership Series, what is one thing you will continue thinking about or seeing differently?

A. Leadership Perspective

Purpose

Leadership shapes the conditions in which people work, learn, contribute, and take ownership. These questions invite leaders to reflect on how organizational decisions, priorities, and everyday interactions influence the experiences of both the people within the organization and the communities it serves.

Questions

- What conditions are leaders uniquely responsible for creating, protecting, or strengthening?
- Where do our decisions unintentionally create barriers to understanding, trust, or ownership?
- How well do our policies, priorities, and daily practices reflect the experience we hope people have within our organization?
- What conversations are we avoiding because they are difficult, uncomfortable, or challenge long-held assumptions?
- If people judged our organizational values solely by what they experience each day, what would they conclude?

Question to Sit With

What kind of organization are we creating through the decisions we make every day?

B. Managers and Supervisors Perspective

Purpose

Managers and supervisors play a vital role in translating organizational values into everyday practice. Through their conversations, decisions, coaching, and support, they help shape how people experience the organization. These questions invite reflection on the conditions they create each day and how those conditions influence understanding, trust, and ownership.

Questions

- How do my daily interactions influence whether people feel seen, heard, and valued?
- Where do I see the greatest gap between what we intend and what people experience?
- How do I respond when people struggle, disagree, or see things differently than I do?
- What everyday practices help people understand not only what is expected of them, but why their contribution matters?
- When do my efforts to be helpful unintentionally reduce another person's opportunity to think, decide, or contribute?

Question to Sit With

How does the way I lead each day shape the culture people actually experience?

c. **Frontline Professionals Perspective**

Purpose

Frontline professionals bring the organization's values to life through everyday interactions. Each conversation, decision, and response contributes to how people experience the organization. These questions invite reflection on how our everyday practice influences understanding, mutual dignity, trust, and ownership.

Questions

- How do my everyday conversations influence the way people experience our organization?
- When people leave a conversation with me, what do I hope they better understand about themselves, their situation, or their next step?
- How do I respond when someone's perspective is very different from my own?
- Where might my assumptions unintentionally limit another person's opportunity to be understood?
- What helps people leave a conversation feeling they participated in the plan rather than simply received one?

Question to Sit With

If someone described our organization based only on the conversations they had with me, what story would they tell?

D. Whole Organization Perspective

Purpose

Every person contributes to the culture and experiences of an organization. These questions invite participants to step beyond their individual roles and consider how the organization's structures, relationships, and everyday interactions influence the people within it and the communities it serves.

Questions

- What do the gaps between our intentions and people's experiences teach us about our organization?
- Where do we see opportunities for stronger connection across our organization?
- What assumptions have we accepted about "the way things are" that may deserve to be questioned?
- If someone experienced every part of our organization, what story would they tell about who we are?

Question to Sit With

If every conversation, policy, and decision communicated what our organization truly values, what would people believe those values are?

E. Community Perspective

Purpose

Organizations exist within a larger community. Every interaction shapes not only the experiences of the people served but also the trust, relationships, and reputation that develop over time. These questions invite reflection on how the organization is experienced by the community it serves and the partners it works alongside.

Questions

- How might people in our community describe the experience of working with our organization?
- What helps build trust between our organization and the people and communities we serve?
- Where might we unintentionally create barriers that make it harder for people to engage with us?
- How well do we understand the experiences of the people and communities we hope to serve?

Question to Sit With

If our community could describe what it feels like to engage with our organization, what would they say?

After the Discussion

Purpose

Meaningful conversations do not end when the discussion concludes. The greatest value often comes from what people continue to notice, question, and understand afterward. Rather than rushing toward solutions, allow time for reflection. New awareness often becomes the foundation for better conversations, stronger relationships, and more thoughtful decisions.

Reflection Questions

- What insight from today's discussion will stay with you?
- Did anything challenge or change the way you see your role, your organization, or the people you serve?
- What conversation do you believe is now possible that may not have been possible before today?
- What is one perspective you want to continue exploring?

Closing Reflection

Every meaningful change begins with seeing something differently. The conversations you continue to have after today may matter even more than the conversation you had today.

Guidance for the Person Holding the Conversation

Your role is not to teach the correct interpretation. Your role is to create the conditions where reflection, understanding, and discovery can naturally occur.

Invite rather than persuade.

Protect dignity.

Allow disagreement.

Make room for silence.

Let discovery belong to the participants.

Continue the Conversation

Some perspectives become clearer when they are explored together. If your organization would like to continue the conversation with LUV Solutions, we would be honored to join you.

No sales presentation. Just a conversation about what became visible, what questions remain, and what your organization may want to explore next.

[Schedule a Complimentary Conversation here](#)

Or :

Copy and Paste: <https://calendly.com/hello-luvsolutions/complimentary-leadership-conversation>