



Juris Developer's Leadership Principles for Growth

Learning Objectives

1.1 Care - Demonstrate caring

1.2 Care - Learn about people

1.3 Care - Apologize effectively

2.1 Challenge - Trust in shared goals

2.2 Challenge - Target outcomes, not people

2.3 Challenge - Confirm understanding

3.1 Serve - Listen first, speak last

3.2 Serve - Courage is vulnerability

4.1 Enable - Recognize and remove barriers

4.2 Enable - Train people to remove barriers

5.1 Empower - Ask for solutions to problems

5.2 Empower - Empower contribution

5.3 Empower - Ask people what they can do

5.4 Empower - Celebrate positive rule breaking

6.1 Aspire - Adopt a Growth Mindset

6.2 Aspire - Ask for accountability

6.3 Aspire - Performance reviews

7.1 Inspire - Cultivate Growth Mindset

7.2 Inspire - Paint compelling visions

7.3 Inspire - Do performance reviews (What?)

8.1 Commit - Make your goals transparent

8.2 Commit - Own failures

8.3 Commit - Share credit for victories

9.1 Manage - Performance reviews (How?)

9.2 Manage - Drive engagement with wellness programs

9.3 Manage - Ask how to promote accountability

10.1 Connect - Ask exploratory questions

10.2 Connect - Make insightful observations

10.3 Connect - Focus on strengths

11.1 Inspire - Ask leading questions

11.2 Inspire - Focus on opportunities



Learning Objectives

1.1 Care - Demonstrate caring

1. Identify opportunities to express caring
2. Choose appropriate and authentic ways to say that you care
3. Remind yourself to demonstrate caring

1.2 Care - Learn about people

1. Show interest in the right things for your audience
2. Follow simple methods to learn about people's non-work lives
3. Use a system to record and follow-up on what you learn

1.3 Care - Apologize effectively

1. Recognize times when an apology makes sense
2. Identify the elements of a great apology
3. Choose great language for apologies

2.1 Challenge - Trust in shared goals

1. Distinguish between expectations, goals, and visions
2. Set SMART goals
3. Formulate KPIs
4. Set up regular time to review progress on shared goals

2.2 Challenge - Target outcomes, not people

1. Identify the advantages of targeting outcomes, not people
2. Choose language that targets outcomes, not people

2.3 Challenge - Confirm understanding

1. Choose effective ways to confirm understanding
2. Remind yourself to check for understanding

3.1 Serve - Listen first, speak last

1. Identify the advantages of listening first and speaking last



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2. Choose good language to start a conversation
3. Remind yourself to listen first and speak last

3.2 Serve - Courage is vulnerability

1. Distinguish vulnerability from weakness
2. Choose outstanding ways to demonstrate vulnerability
3. Plan to demonstrate vulnerability in a real interaction
4. Reflect on the effectiveness of demonstrating vulnerability

4.1 Enable - Recognize and remove barriers

1. Recognize barriers
2. Identify the steps in design thinking to remove barriers (solve problems)
3. Establish guardrails so that you will continue to delegate

4.2 Enable - Train people to remove barriers

1. Recognize opportunities to coach barrier removal
2. Choose language that encourages others to remove barriers

5.1 Empower - Ask for solutions to problems

1. Strike the right balance between being a servant and empowering service
2. Choose language that calls others to service without shirking responsibility

5.2 Empower - Empower contribution

1. Identify opportunities to call for more contribution
2. Choose language that creates a safe space for contribution
3. Avoid bad management behaviors that discourage contribution
4. Balance critique and encouragement to become a powerful coach

5.3 Empower - Ask people what they can do

1. Recognize situations where you should ask people what they can do
2. Identify productive language for asking people what they can do

5.4 Empower - Celebrate positive rule breaking

1. Identify the advantages of positive rule breaking
2. Distinguish positive rule breaking from dangerous rule breaking



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3. Choose language that celebrates and encourages positive rule breaking

6.1 Aspire - Adopt a Growth Mindset

1. Accurately define Growth Mindset
2. Identify examples of Growth Mindset for underperformance
3. Identify examples of Growth Mindset for excellent performance

6.2 Aspire - Ask for accountability

1. Identify sources of accountability in your community
2. Choose good accountability targets

6.3 Aspire - Performance reviews

1. Identify the advantages receiving goal-oriented coaching in a regular, formalized way
2. Identify the advantages giving goal-oriented coaching in a regular, formalized way

7.1 Inspire - Cultivate Growth Mindset

1. Explain the advantages of a Growth Mindset
2. Distinguish Growth Mindset from magical thinking
3. Choose coaching language that encourages a Growth Mindset

7.2 Inspire - Paint compelling visions

1. Distinguish visions from goals, missions, and plans
2. Practice using concrete significant details
3. Choose language that invites others to pursue your vision

7.3 Inspire - Do performance reviews (What?)

1. Understand the performance review process and templates
2. Match each portion of the performance review process to its intended benefit
3. Practice responding to performance review reports

8.1 Commit - Make your goals transparent

1. Choose SMART goals for yourself
2. Choose practices that make goals transparent
3. Match audiences to appropriate language around goals



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8.2 Commit - Own failures

1. Identify the advantages of owning failures as a leader
2. Distinguish owning failures from despairing over them
3. Choose authentic language for owning failures

8.3 Commit - Share credit for victories

1. Identify the advantages of sharing credit as a leader
2. Choose authentic language for sharing credit

9.1 Manage - Performance reviews (How?)

1. Choose language that motivates participation in performance reviews
2. Choose examples of excellent performance review responses
3. Practice responding to low engagement in performance reviews

9.2 Manage - Drive engagement with wellness programs

1. Identify the purposes of wellness programs
2. Match each wellness program with its intended purpose
3. Choose language that effectively motivates engagement with wellness programs

9.3 Manage - Ask how to promote accountability

1. Recall the importance of seeking to understand first
2. Choose good questions to understand how you can promote accountability
3. Use a system to engrain the habit of asking how you can help promote accountability

10.1 Connect - Ask exploratory questions

1. Distinguish exploratory questions from leading questions
2. Choose exploratory questions that are safe but challenging
3. Analyze responses to exploratory questions for insight

10.2 Connect - Make insightful observations

1. Distinguish insightful observations from boring observations
2. Frame insights in a productive way



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10.3 Connect - Focus on strengths

1. Identify damaging impacts of the human bias to negativity
2. Recognize the difference between strengths and outcomes
3. Choose language that encourages growth without letting people off the hook

11.1 Inspire - Ask leading questions

1. Revisit the difference between exploratory and leading questions
2. Frame productive leading questions
3. Respond when the conversation moves in an unexpected direction

11.2 Inspire - Focus on opportunities

1. Revisit damaging impacts of the human bias to negativity
2. Distinguish opportunities from threats
3. Revisit painting compelling visions
4. Choose language that encourages the pursuit of opportunities

