

Project Name	Setting up an Inner Circle
Required or optional?	Optional
Number of points	2
Due	1 week before next session

1. Pick a behavior you would like to improve. It can be a strength or a weakness, so long as it is something that will enhance your leadership.
2. Identify a number of individuals (4-10) who meet the following criteria:
  - You trust them
  - They have ample opportunity over the course of a week or a month to observe the behavior you would like to change
  - They might be better at the behavior than you are (but maybe not).
3. Your list might include people like the following:
  - Your direct supervisor
  - Another supervisor impacted by your work
  - Internal customers
  - External customers
  - Direct reports
  - Peers in your own department or in other departments
  - Your spouse or partner
4. Invite those individuals to become a coaching circle for you, telling them that you will occasionally visit and ask them how to get better at \_\_\_\_\_ behavior.
5. Teach them about feedforward, and tell them that there are only four "rules" that you would like them to follow:
  - Forget about the past. I can't change it. Focus on the future.
  - Stay positive. My caveman sometimes reacts to negativity.
  - When I ask you if you have seen changes, tell me the truth.
  - If you want to, pick something to work on yourself. I'll gladly help.

**To earn your points, list the names of the people in the circle and name the behavior you are working on.**

I'm participating in the Little Leadership University, and would like your help with a personal development process. For this project, I'm working on getting better at xxxxx.

Once every week or two I'd like to come to you and ask you for 2-3 tips on how I can get better at xxxxx. If you think for a few seconds, I'm confident that you can come up with a few things I might try.

Since I'm asking other people to join my coaching circle, I could get many ideas every week. I'll pick the one or two that I think will most work for me and put them into practice. Yours might be one of them - but maybe not. My goal is to do the things that are most likely to help me make the change, and only I can pick those items..

When I ask you for your tips, it will be helpful if you do 4 things - the "rules" of this project, if you will.

- Forget about the past. I can't change it. Focus on the future.
- Stay positive. My caveman sometimes reacts to negativity.
- When I ask you if you have seen changes, tell me the truth.
- If you want to, pick something to work on yourself. I'll gladly help.

I hope these "rules" make sense to you. What questions do you have?

If you are willing, let's start right now. Can you give me a couple of tips that will help me get better at xxxxx?

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From time to time (maybe once a month) I'll do something different. I'll come to you and remind you of my goal - that I'm working on getting better at xxxxx. I'll then ask you two questions:

1. What have you seen that tells you that I am getting better at xxxxx? Please be as specific as you can be. Tell me about times that you have seen me doing a better job of xxxxx than I did before.
2. What else might I try to get even better at xxxxx? Here you can give me more tips (we call that "feedforward" because it is about the future, OR you can give me feedback about a time when I could have done xxxxx but for some reason missed that opportunity.

I trust all of this make sense to you. What questions do you have?