

## How Leaders Decide: A Timeless Guide to Making Tough Choices

### **Inspired by Viktor Frankl**

Where do you find meaning in your life?

What principle, cause, value, or purpose would you be willing to defend to the death or devote your life to pursuing? Why?

Clarity around the above-listed question fires our passions, focuses our decision-making and helps answer the question, "Before I die, I want to..."

### **Inspired by Watergate**

How does the way you think affect your organization's culture?

Do your organization's values reflect your real behavior, or are they just cheap words on a website?

We typically hire people based on what they've achieved. What's your process for ascertaining a person's character?

### **Inspired by MLK**

What great idea didn't work out? What would happen if you revived it?

What's your inspiring vision for your organization? You can include financial targets, but your vision must give your colleagues something to cheer for.

Preparation is vital. How is your personal conviction shining through?

### **Inspired by Vince Lombardi**

How bad must things get before you decide to change?

Where in your organization could more of your personal time and attention bring out someone's best or raise organizational performance?

What's your process for replicating success and reducing mistakes?

How can you be sure everyone on your team understands the process and is executing it to the best of their ability?

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**Inspired by Mary Edwards Walker**

Who are you underestimating?

Who—given the opportunity and some encouragement—might surprise you?

How would those in your organization rate your fairness and consistency when evaluating performance?

Under what circumstances do you play favorites? How you believe such behavior is perceived by others?

**Inspired by Abraham Lincoln**

List the best and worst traits of leaders you've known. What top three or four characteristics do you want to be known for? Now articulate your leadership philosophy.

How do you behave under pressure? How do you remain calm and clearheaded when leadership's burden is at its heaviest?

What current stalemate—stalled growth, strained relationship, impenetrable problem—can be overcome with persistence or creativity?

**Inspired by George Martin**

Who outside your organization can you enlist to take you to the next level of your success? What is the specific help you will request?

There's a time for analysis and a time for intuition. How do you know when to trust one over the other?

What else can you do to generate new ideas for your business?

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