We encourage you as a leader to take 15 minutes *(or more!)* to examine the following reflection questions to deepen your self-awareness and focus any follow-on action:

1:1 Relationship Management

→ As an individual leader, what behaviors are you demonstrating to show fairness?
  ○ Are you spending a similar amount of time in 1:1 conversation with direct reports?

→ Do you provide feedback on a regular basis to all team members?
  ○ Do you encourage team members to provide feedback to one another?

→ Are you cognizant of the career experience people on your team had before they joined your organization?
  ○ Are team members' full skill set and knowledge base being leveraged?

→ Are promotions, significant pay increases, or bonuses the only way you recognize or celebrate exceptional performance on your team?
  ○ What else would motivate your team members?
  ○ What is the cadence of recognition?

Team Communication

→ Do you provide space for everyone to have a voice?
  ○ Do you explicitly invite everyone into that space equally?
  ○ Do you provide a variety of forums through which your team can voice up? (e.g. introverts may not be comfortable sharing thoughts in a large group setting)

→ Is everyone who contributes to a project a named part of the final deliverable?

→ Do you show a willingness to have the tough conversations/create an environment where their teams can have tough conversations?
  ○ Do you demonstrate the courage to have hard conversations even with high performers?

Resources Allocation

→ How are you allocating tasks/projects?
  ○ Are assignments balanced across your team?
  ○ Consider not only the balance of workload, but also growth opportunities and visibility inherent to certain projects

→ Are others held back because you can't afford for them not to do this work?
  ○ What actions can you take to improve this?

→ What are you doing with your HR partner to build and demonstrate fairness?
  ○ Are you frequently checking in to assess and refine your approach?

→ Do you have a go-to person for triage support?
  ○ Does that impact the opportunities for the development of your broader team?

For more information, please visit **mcchrystalgroup.com** or email **contact@mcchrystalgroup.com**