

## ***Leading from the Second Chair***

### Questions for Reflection and Discussion For First Chair Leaders

#### General

- Based on our definition, who are the existing second chair leaders in your organization? Who has great potential to become a second chair leader?
- Do you truly want these individuals to function as leaders? What about your personality or your leadership style may work against them being able to do so?
- When is the last time that you expressed your appreciation for the job being done by your second chair leader(s)?

#### Subordinate-Leader Paradox

- What are you doing to build strong relationships with your second chairs?
- Have you clarified the “boundary lines” that define their responsibilities and your expectations of them?
- When one of your second chair leaders takes initiative on a major issue, do you feel thankful or threatened?
- What would it look like if you adopted the “one millimeter” principle (see p. 62)? How would this benefit your organization?

#### Deep-Wide Paradox

- What are you doing to help your second chairs see the organization’s “big picture”?
- In defining the role of your second chairs or assigning specific projects, how are you factoring in their specific gifts and interests?
- Do you and your staff function as a true team (see pp. 86-91, 113)? How can you promote more effective teamwork?
- Is your vision for the organization clear and compelling? What do you need to do to clarify it for your second chair leaders?

### Contentment-Dreaming Paradox

- How often do you ask your second chairs, “What in your role is bringing contentment or causing discontent?”
- What do you know about the dreams of your second chairs? How can you better understand their aspirations? What are you doing to facilitate their success?
- Has the time come for a second chair to leave? How can you guide this process to bless the person and benefit the organization?