

# Exploring Leadership Through Curiosity

A preview of the upcoming book:  
*Question Everything:  
The Curious Journey to Leadership*

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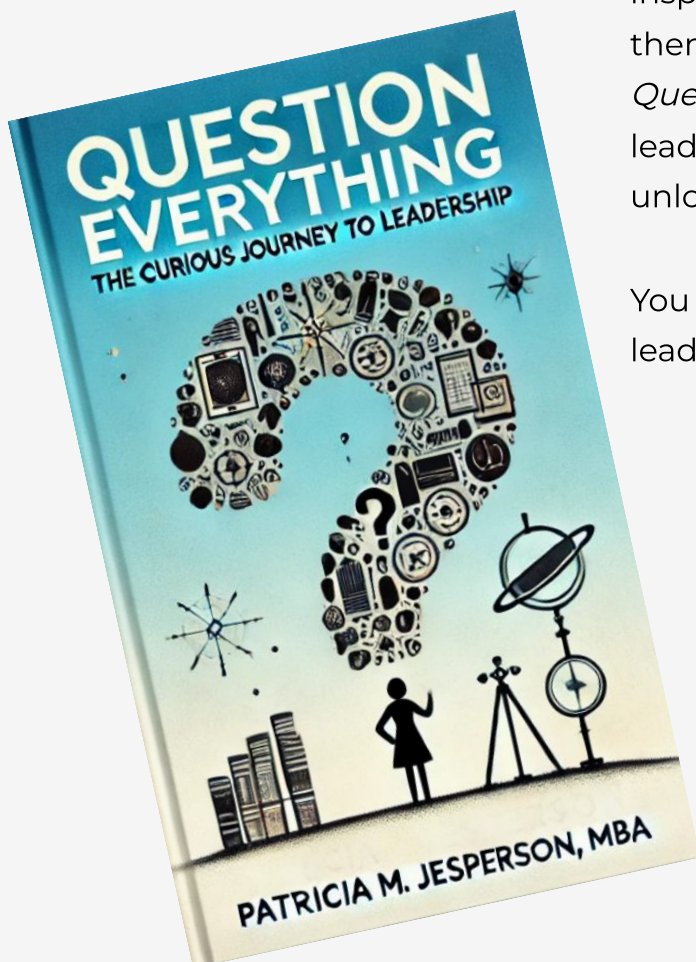
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# Introduction

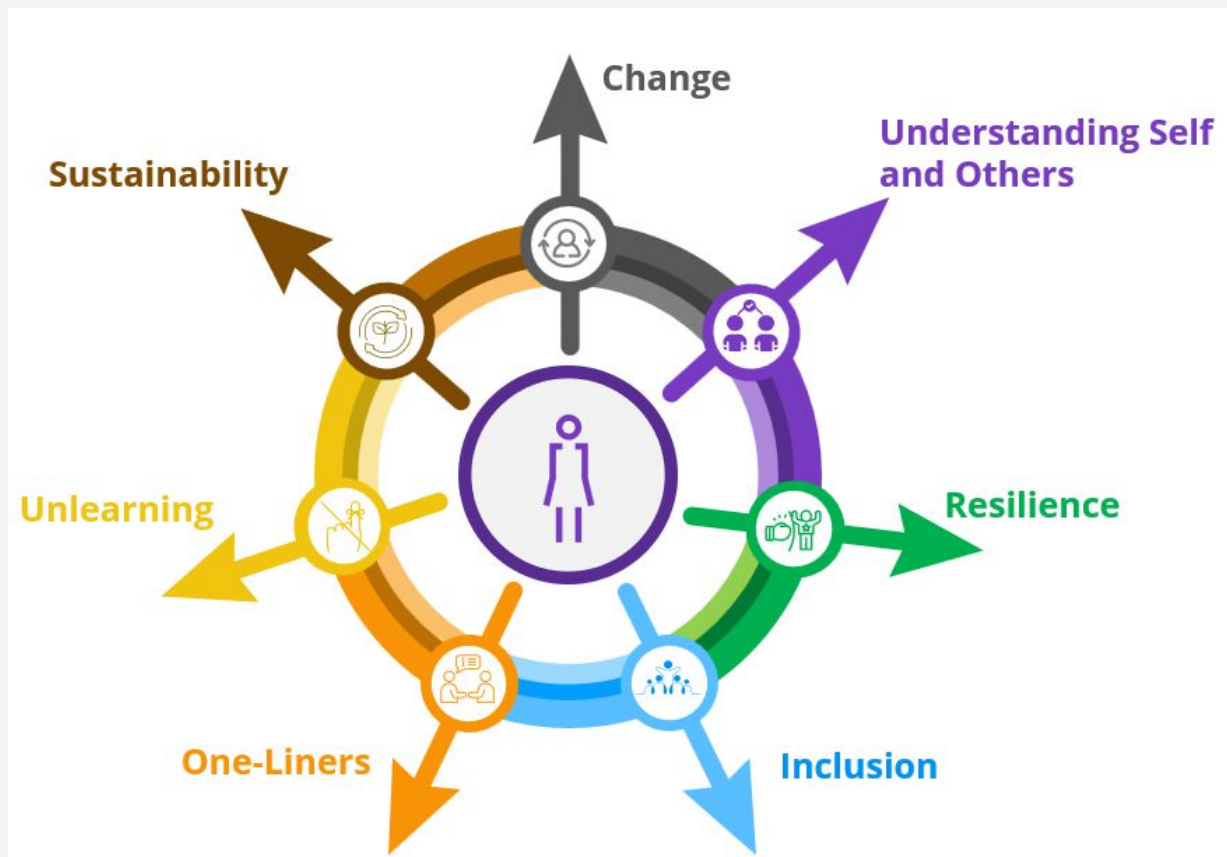
Leadership is a dynamic journey requiring continuous growth, adaptability, and connection. At its core is curiosity, a transformative tool that challenges assumptions, bridges divides, and uncovers possibilities, leading to extraordinary outcomes for individuals and organizations.

In *Question Everything: The Curious Journey to Leadership*, the first three chapters explore how curiosity transforms leaders by enabling them to inspire meaningful change, better understand themselves and others, and cultivate resilience. *Question Everything* is a guide to growing into a leader who inspires progress, fosters inclusion, and unlocks the potential of people and organizations.

You are invited to start your journey to curious leadership with this preview paper.



# The Curious Leader



The wheel is not a process. Rather than a beginning-to-end approach, you can bounce around, using only the pieces prudent for your current situation—what you need in your moment.

The goal is to provide some tools to make curiosity a habit.

# Forward

The adage 'Curiosity killed the cat' is a misconception. Curiosity is the force behind innovation, creativity, and the development of relationships. Most important is its contribution to personal growth. Just as cats exhibit a balance between independence and sociability, humans too must navigate the delicate interplay of risk-taking and unconventional approaches in the workplace.

The pursuit of curiosity may engage and inspire some, it may disconcert or disengage others. It is a balance of pushing boundaries while maintaining collaborative and constructive relationships. Curious inquiry empowers us to let go of unproductive, erroneous, or outdated beliefs, significantly enhancing our self-awareness and awareness of others.

Embracing curiosity deepens our understanding of our thoughts, actions, and interactions with others. Integrating curiosity with leadership, whether in work or play includes concern for health and welfare, professional development, personal growth, genuine interest, and intentional actions. Through curiosity, we establish a path to gain the knowledge necessary to better care for and take an interest in the people we encounter daily in our workplaces, communities, and families.

# Embracing Change

Change is a constant force. It can be particularly challenging in the workplace, where individuals frequently transition from familiar environments to navigating uncertainty.

The way people perceive and adapt to change depends on whether they are initiating or responding to change. To navigate change effectively, leaders must focus on Critical Thinking, Concern, Clarity, and Courage (the 4 C's):

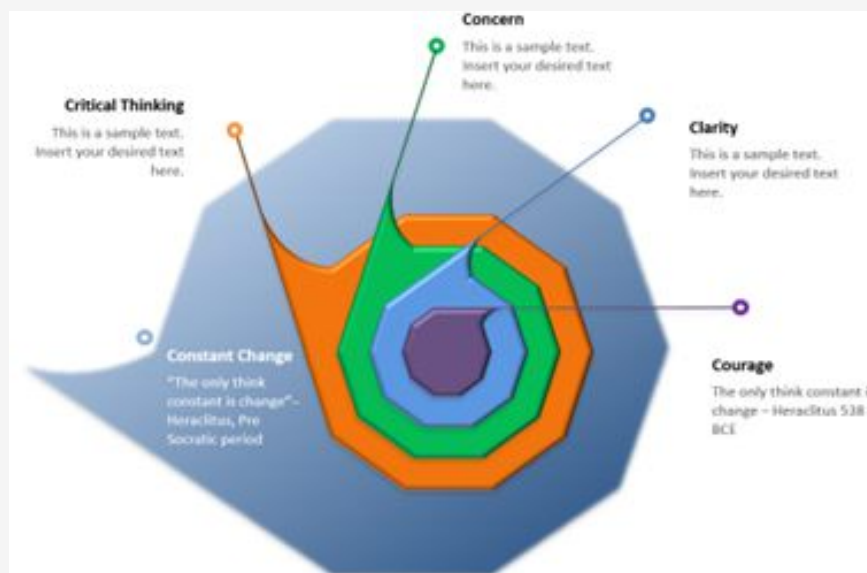
**Critical Thinking:** Leaders need to assess the impacts of change objectively, considering diverse viewpoints and evaluating strategies. The ability to analyze challenges and opportunities is essential, especially when addressing diverse team dynamics or polarizing workplace opinions.

**Concern:** Managers must demonstrate empathy and actively listen to team members' concerns. By creating a supportive environment, leaders strengthen relationships and encourage open communication, helping individuals navigate the stress of transitions. Simple gestures, such as being approachable and proactive in addressing concerns, build trust and reduce barriers to engagement.

**Clarity:** Transparent communication reduces ambiguity and ensures everyone understands the reasons for change, the expected outcomes, and their roles. The Fair Process model—engagement, explanation, and expectations—promotes inclusive decision-making and helps employees feel respected and involved.

**Courage:** Managers must lead by example, embracing change with adaptability and resilience. Courage involves addressing conflicts constructively and staying engaged in difficult conversations. By developing mutual understanding, leaders can turn differences into strengths, empowering their teams to grow through change.

Embracing the 4 C's enables leaders to transform resistance to change into an opportunity for innovation, growth, and stronger team cohesion.



# Change Exercise

## The Change Agents Network

Objective: To create a visual representation of how change impacts various parts of the organization.

### How it Works

- Provide a large sheet of paper or a whiteboard and markers.
- Ask each team member to draw themselves and their role in the organization.
- Then, have them draw lines connecting to other team members they interact with.
- Introduce a hypothetical change and ask them to adjust the network to reflect how this change affects their connections and roles.

### Debrief:

This exercise helps visualize the interconnectedness of roles and how change in one area can ripple through the organization. Discuss ways to maintain effective collaboration and support during change.

# Capacity to Learn

The foundation of a curious leader lies in the ability to continuously learn and adapt. This learning combines three key intelligences: IQ, EQ, and CQ—each plays a pivotal role in leadership development.

## **Intelligence (IQ):**

Intelligence extends beyond innate abilities. It combines our ability to apply knowledge accumulated through education and experience, with our capacity to think quickly and solve problems. Curiosity enhances and fuels both aspects of intelligence by encouraging the pursuit and integration of new knowledge.

### Practical Application

- Recognize biases and challenge them with evidence-based insights.
- Seek continuous education and embrace a growth mindset.
- Use curiosity as a catalyst to convert problem-solving into knowledge.

## **Emotional Intelligence (EQ):**

Building interpersonal agility enables leaders to understand and manage their own emotions while effectively navigating the emotions of others.

### Practical Application

- Develop emotional self-regulation techniques to manage triggers.
- Foster empathy through active listening and perspective-taking.
- Leverage social skills to create an inclusive and supportive team environment.

## **Cultural Intelligence (CQ):**

Leaders are required to develop the skills needed to effectively navigate today's diverse workplaces. The skills extend beyond awareness of cultural differences to include the ability to adapt both communication and behavior to bridge gaps and build trust.

### Practical Strategies

- Engage in cultural immersion experiences to develop a broader understanding of diverse perspectives.
- Practice active listening to identify nonverbal cues and underlying cultural dynamics.
- Emphasize adaptability when collaborating with teams from varied cultural backgrounds.



# Building Trust

## Intellectual Humility

Courage in not knowing involves recognizing the limitations of one's knowledge and being open to learning from others. It challenges leaders to embrace feedback and seek diverse perspectives.

### Key Practices

- New Leaders: Ask questions to clarify understanding and avoid assumptions.
- Experienced Leaders: Balance confidence with openness to new ideas and methods.

### Avoiding Pitfalls

- Guard against over-reliance on expertise, which can stifle innovation.
- Encourage team contributions to create a culture of shared learning.

## Vulnerability

Strength in authenticity is not a weakness but one that builds connections and trust. It involves comfort in being open with self and challenges—creating a space for honest dialogue and collaboration.

### Misconceptions about Vulnerability

- It is unprofessional—rather, it is about genuine accessibility and openness.
- It invites judgment—when supported by organizational culture, it enhances respect and empathy.

### Traits of Vulnerable Leaders

- Authenticity: Aligning actions with values to build credibility.
- Empathy: Understanding and addressing the needs of others.
- Courage: Tackling uncertainty and conflict with resilience and integrity.

### Practical Application

- Share personal stories judiciously to build relatability.
- Create a safe environment for team members to express their concerns.
- Model vulnerability to encourage openness and trust within the team.

Integrating the capacity to learn and build trust in leadership practices positions curious leaders to drive innovation, inclusion, and resilient cultures. These skills enhance individual leadership effectiveness and create cultures that thrive on collaboration and continuous improvement.

# The Perspective Exchange

## **Objective:**

Appreciate and understand unique viewpoints within the team.

Remember, in all exercises with an element of vulnerability, it should be shared that people can contribute to the extent to which they are comfortable.

## **How to Conduct**

In a team meeting, present a topic or problem faced by the team, a member of the team, or their organization:

- Allow each team member to express their viewpoint or solution.
- Encourage others to listen actively without interrupting.
- Collect responses on the whiteboard. For ease of discussion you may want to categorize responses where appropriate e.g., what the team can do, what's out of the team's control, solutions, needs further research, etc.
- After everyone has spoken, review all the responses shared. Discuss what was learned from the different perspectives, how might this influence the team's approach, and identify ideas that may be actionable now or in the future.

# Surviving to Thriving

## Choose to Thrive

Resilience is the ability to recover and grow, not just survive challenges. To thrive is to approach life with intentionality and purpose. Leaders who thrive move beyond endurance to embrace their power to grow, develop, and prosper.

### Key Insights

- Thriving requires intentionality—pursuing growth through movement and action.
- Leaders thrive by embracing lifelong learning, meaningful connections, and adaptability.

### Taking Intentional Action

Growth begins with learning, whether formal or informal. Exploring new ideas and challenging oneself to neutralize paralysis by analysis and open doors to opportunity.

- Attend conferences or workshops to gain fresh insights.
- Take on challenges outside your comfort zone to discover new skills.
- Embrace curiosity to broaden perspectives and strengthen resilience.

## Let Go

Breaking unproductive habits and embracing change.

### Common Challenges:

- Procrastination: Replace distractions with small, intentional actions daily.
- Resistance to Feedback: Reflect on criticism without defensiveness—use it as a tool for growth.
- Fear of Change: Start with manageable changes to build momentum and adaptability.

## Resilience as a Leadership Imperative

Resilience in leadership requires continuous action: learning, connecting, and adapting. Cultivating a thriving mindset creates supportive environments. Resilient leaders leverage confidence, competence, and optimism to navigate challenges—turning setbacks into opportunities and workplaces into growth communities.



*“Do one thing every day that scares you.” – Eleanor Roosevelt*

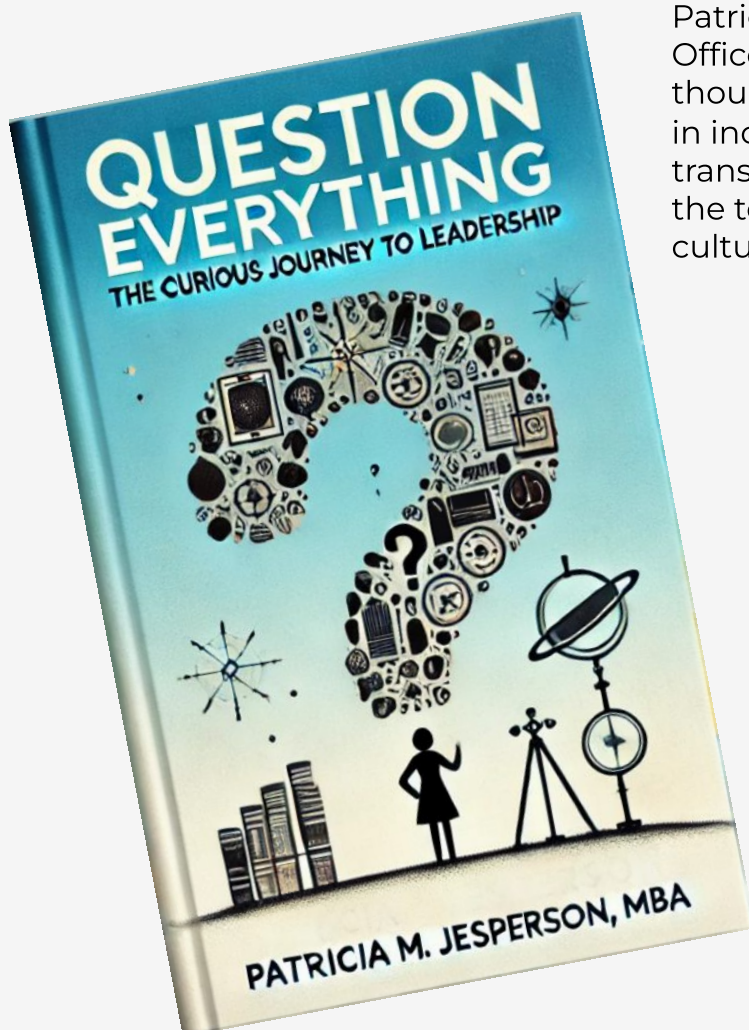
### **Conclusion**

These chapters establish a foundation for the power of curiosity to transform leadership. By embracing change, understanding self and others, and building resilience, leaders can begin to unlock their full potential and create more inclusive, innovative, and adaptive organizations.

Stay tuned for the book's full release to explore these concepts further, along with actionable strategies and real-world examples from leaders who embrace the curious journey.

### **About the Author**

Patricia M. Jespersen, MBA, Chief Curiosity Officer, EmployeeEXP, is an accomplished thought leader, speaker, and author specializing in inclusive leadership and organizational transformation. Her work equips leaders with the tools to navigate complexity and foster cultures of curiosity, trust, and innovation.



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