Tough Choices: A Leader’s Response  – *Carly Fiorina*
I. The Hewlett Packard years
   a. Working with the Board
   b. Being fired

   Five Years Later – A Leaders Response
As your leadership edge is sharpened, we believe the Holy Spirit is connecting with and speaking to your heart. Therefore, these discussion questions are for you to use on your own or with your team. Our hope is that these questions would be discussion starters that would be used for God’s purposes in growing you and your team.

1. Personal Reflection: Write down the key take-away from this session. What is the one big idea for me in my situation?

2. Carly was very intentional in clearly stating to her Board the expectations of the hard work ahead and that they needed to work together with confidence and be transparency in their decisions.
   - Thinking about the Board you report to or a Board that you serve on, what is the level of confidence and transparency in the decision process.

There is uncertainty and ambiguity within the Board | The Board works together with confidence and transparency

| 1 | 2 | 3 | 4 | 5 |

If you rated the Board a 5, wonderful! All you Board decisions should yield unanimous agreement.

If you rated the Board a 3 or 4, there is room for improvement. Continue to the next bullet point.

If you rated the Board a 1 or 2, you are probably experiencing difficulty within the organization. Prayerfully consider how to have an honest conversation as bravely and sensitively as you can.
3. Carly was very intentional in clearly stating to her Board the expectations of the hard work ahead and that they needed to work together with confidence and be transparent in their decisions.

- Thinking about the Board you report to or a Board that you serve on, what is the level of confidence and transparency in the decision-making process.

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<th>There is uncertainty and ambiguity within the Board</th>
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- Carly was purposeful in providing Board members with extraordinary access to everything necessary to do their work. Thinking of your Board, what information or access to people could you provide that would enable the Board to own the vision and work together with confidence and transparency? Write your thoughts below and a next step you can take.

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**Five Years Later…**

4. The Global Leadership Summit isn’t only information and intellect; it is also about building relationships that change lives. Bill took a risk in 2007 when he asked Carly about her faith and then prayed for her. With sensitivity and earnestness Bill developed a relationship with Carly that five years later lead her to fully give her life to Christ.

- In your sphere of influence who comes to mind that you need to take a risk and begin a relationship? Write down their name(s). This may be someone who you have not approached because of their position or prominence.

- Bill helped Carly in her journey through conversation and email and books, etc. Thinking of the person(s) name you wrote down, what are some touch points you can think of to reach them?