



REMOTE LEADERSHIP UNLOCKED

BOOK CLUB – Session 4: Enable Growth

Session 4: Enable Growth

SESSION GUIDE (60 Minutes)

For the Facilitator/Organizer:

Technical Setup:

- Test breakout room functionality before the session
- Have screen sharing capability ready
- Create 2-3 breakout rooms (maximum 4 people per room)
- Keep the main session recording off to encourage open discussion

Materials to Have Ready:

- Book chapter reference points
- Link to Development Opportunity Mapping System ([unlocked.click](#))
- Link to Cross-Functional Relationship Building Tracker ([unlocked.click](#))
- Timer for breakout sessions

SESSION AGENDA

OPENING: From Performance to Potential (10 minutes)

Say to Group: "Today we move beyond current performance to future potential. The relationships, safety, and results focus you've built now become the platform for systematically growing your team's capabilities and careers."

Opening Discussion:

Ask: "How did results-focused conversations feel different from your usual check-ins? What barriers did you discover, and which ones were you able to remove?"

Focus on the shift from monitoring to enabling



REMOTE LEADERSHIP UNLOCKED

BOOK CLUB – Session 4: Enable Growth

SMALL GROUP DEEP DIVE (25 minutes)

Breakout Room Instructions:

Say: "You'll have 25 minutes in breakout rooms. Assign someone to watch time and bring discussion back after 20 minutes. Focus on actual development opportunities and career conversations you could have."

Discussion Questions for Breakout Rooms:

Question 1 (7 minutes): "How well do you know each team member's career aspirations beyond their current role? If you asked them 'Where do you see your career going, and what type of work energizes you most?' what might you discover that would surprise you?"

Question 2 (8 minutes): "Opportunity scanning (pages 96-97): What development opportunities exist in your organization right now that your team members don't know about? Think cross-functional projects, committees, training programs, mentoring relationships, speaking opportunities."

Question 3 (5 minutes): "Cross-functional relationships (pages 100-102): Who in your organization could mentor, collaborate with, or provide visibility for your team members? What introductions could you facilitate?"

Question 4 (5 minutes): "Pick one team member: What's one specific growth opportunity you could create for them this month? Be concrete—what would you actually do?"



REMOTE LEADERSHIP UNLOCKED

BOOK CLUB – Session 4: Enable Growth

LARGE GROUP DEBRIEF (20 minutes)

Discussion Flow:

Ask: "How many of you wait for team members to ask for development versus proactively creating opportunities? What keeps us in reactive mode?"

Listen for: time constraints, unclear advancement paths, not knowing interests, assuming people are satisfied

Ask: "What organizational connections came up that could benefit multiple people's teams? How could we help each other create cross-functional opportunities?"

Practical Application:

Do: Screen share the Development Opportunity Mapping tool from the book resources

Ask: "Looking at this mapping system, what would happen if you spent 30 minutes with each team member doing a proper career aspiration conversation? What resistance might you encounter, and how would you frame these discussions?"

Ask: "From Chapter 5's five development systems (pages 95-108)—Opportunity Scanning, Skills Gap Analysis, Cross-Functional Relationship Building, Upward Visibility, and Learning Integration—which would have the biggest retention impact on your team?"

Have participants explain why that system would matter most for their specific situation



REMOTE LEADERSHIP UNLOCKED

BOOK CLUB – Session 4: Enable Growth

WRAP-UP & COMMITMENT (5 minutes)

Action Planning:

Say: "Development requires action, not just good intentions. People stay where they see a future. This week, commit to ONE proactive development action:"

1. **Have one career aspiration conversation** with a team member - go beyond current role to understand their 2-3 year interests and what energizes them
2. **Make one strategic introduction** between a team member and someone in your organization who could mentor, collaborate, or provide visibility
3. **Identify and advocate for one development opportunity** - scan your organization for a project, assignment, or program where your team member could grow

Say: "Choose the action that addresses your team's biggest development gap or retention risk."

Support System:

Do: Drop links to the Development Mapping System and Cross-Functional Relationship tracker in the chat

Say: "Use our [channel name] to share what you discover in career conversations and what development opportunities you create. Your scanning helps everyone identify possibilities they might have missed."

Next Session Preview:

Say: "Our final session covers Chapter 6: Sustain Excellence, plus planning forward. You'll learn why Sarah was working until 9pm every night while Ana assumed everything was fine, and how to proactively balance capacity to maintain sustainable high performance."



REMOTE LEADERSHIP UNLOCKED

BOOK CLUB – Session 4: Enable Growth

POST-SESSION FOLLOW-UP

For the Facilitator:

- Send a brief summary to the group within 24 hours
- Include links to the development tools and relationship building resources
- Remind everyone about the final reading assignment
- Monitor your communication channel for updates on development conversations and opportunities

Encourage Participants To:

- Share insights from career aspiration conversations
- Collaborate on creating cross-functional development opportunities
- Support each other in organizational navigation for advocacy
- Document successful introductions and development outcomes

REMEMBER

Career development can't wait for annual reviews or until people ask for growth opportunities. In remote work, career visibility and advancement are even more challenging because informal mentoring and networking happen less naturally.

Your role isn't just to manage current performance—it's to actively scan for opportunities, advocate for your people, and create development experiences that align individual growth with organizational needs. When people know you're invested in their future, not just their current output, engagement and retention improve dramatically.

The relationships you've built and the trust you've established now enable honest conversations about career aspirations and growth interests. People won't share their ambitions unless they believe you'll support rather than limit their development.

Next Reading Assignment: Chapter 6 - Sustain Excellence (pages 117-139)