

THE 5-MINUTE SHADOW

Bring in a subordinate to observe or participate in an aspect of work that will make them a better leader. To maximize the experience:

- **Communicate the situation, decision, or issue**
- **Convey the importance of acting appropriately or making the right decision**
- **Describe possible consequences, second – and third-order effects**
- **Discuss the decision or actions and reasoning behind them**