REFLECTIONS ON LEADERSHIP

This can be used to reflect on your leadership style as is shows itself as a participant or leader in a team or in your leadership of the larger organization.

AS A PARTICIPANT

1. **Staying in Touch** - Use of communication/listening skills (paraphrasing, active listening, referencing another's ideas, saying what you like about an idea as well as what concerns you), non verbal attention (eye contact, posture, showing active interest, etc.)

2. **Setting Direction** - Own sense of being "grounded", "centered"; taking clearly defined positions that are not reactive; sharing your own wishes regarding the task and team relationship maintenance in appropriate ways, etc.

3. **Dealing with Resistance/Sabotage Toward the Task, Leader or Team** - Managing your own tendency to be a cynic, go "passive", etc.; managing your own anxiety about pleasing or taking care of others; not colluding with attempts to pull the team away from its task; dealing with your own desire to withdraw, quit, fantasize about "going back to how it use to be", etc.

AS A TEAM LEADER

1. **Staying in Touch** - Action to invite participation in listening to each other, gathering information about the task or the group, mutual assessment/diagnosis; sensing the climate of the group and enabling the team to do the same, etc.

2. <u>Setting Direction</u> - Action to help the team define the task, get organized and act on it; responding to the team's climate, etc

3. <u>Dealing with Resistance/Sabotage Toward the Task, Leader or Team</u> - Acknowledging the other's position; stating your own position and your desire to move forward, even with your own doubts; invite others to join you in moving ahead; as appropriate "test" options with the team; etc.

LEADERSHIP IN THE ORGANIZATION

1. <u>Staying in Touch</u> - Establishing structures/process/climate that: a. Enables communication and shared assessments of organizational life including channeling, testing, use of OD consultants, regular management retreats, etc and b. Enables the organization to listen to the trends and forces in its external context

2. **<u>Setting Direction</u>** - Action planning; leader being open about her/his vision regarding direction and organizational culture; moving issues to a decision, etc

3. <u>Dealing with Resistance/Sabotage Toward the Task, Leader or Organization</u> - Establishing norms of "no threats", dealing directly with concerns, "no surprises"; as appropriate, directly confronting destructive behavior, etc.