



Leadership Packet

“Leadership is not about who but how and why” – Michael L. Royce, NYFA Executive Director

Table of Contents

Leadership Defined	2
Leading Self	3
Identifying Values.....	3
Personal Leadership Styles.....	5
The Ladder of Inference	7
Covey’s Time Management Grid	8
Wheel of Life	9
Leading Teams	11
Adaptive Leadership.....	11
Delegating: Who’s Got the Monkey?	13
Leading Nonprofit Organizations	15
Leadership Archetypes in Teams.....	16
Feedback	17
Conflict	18
POP	20
Resources.....	21

Leadership Defined¹

What is leadership, anyway?

Let's start with what leadership is *not*...

Leadership has nothing to do with seniority or one's position in the company.

Leadership doesn't automatically happen when you reach a certain pay grade. Hopefully you find it there, but there are no guarantees.

Leadership has nothing to do with titles.

A C-level title doesn't necessarily make you a "leader."

Leadership has nothing to do with personal attributes.

Leadership isn't an adjective. Those with charisma don't automatically lead.

Leadership isn't management.

Leadership and management are not synonymous. What if you have 15 direct reports and financial responsibility? Good for you, hopefully you are a good manager. Good management is *needed*. Managers need to plan, measure, monitor, coordinate, solve, hire, fire, and so many other things. Typically, managers manage things. Leaders lead people.

So what is leadership?

Leadership is a process of social influence, which maximizes the efforts of others, towards the achievement of a goal.

Key elements:

- Leadership stems from *social* influence, not authority or power.
- Leadership requires *others*, and they don't need to be direct reports. They can be peers and supervisors.
- There is no mention of personality traits, attributes, or a job title.
- It includes *a goal*. Influence with no intended outcome doesn't result in leadership.
- A leader *maximizes* effort rather than organizing it. It's not, "Hey everyone, let's line up and get to the top of that hill someday." But rather, "Hey, see that hill? Let's see how fast we can get to the top...and I'll buy the first round for anyone who can beat me up there."

¹ Adapted from "What is Leadership, Anyway?" by Kevin Kruse for Forbes Magazine, 2013

Leading Self Identifying Values

Leading with values is a leadership philosophy that emphasizes knowing our values and aligning with them in our leadership roles. It is a practice of identifying what matters to you and what values you have in your life. When we make decisions that align with our values on a daily basis, we have more energy and feel more fulfilled. When we don't align with our values, we feel less authentic and become demotivated about our daily lives, which reflects in our leadership.²

Possible Values

Acceptance	Equality	Loyalty
Achievement	Excitement	Manners
Adventure	Family	Mindfulness
Autonomy	Forgiveness	Open-mindedness
Beauty	Fitness	Patience
Challenge	Flexibility	Power
Collaboration	Friendship	Prosperity
Communication	Freedom	Purpose
Commitment	Fun	Quality
Competence	Generosity	Recognition
Competition	Growth	Respect
Compassion	Helpfulness	Responsibility
Cooperation	Happiness	Risk taking
Courage	Harmony	Security
Creativity	Health	Service
Curiosity	Honesty/Integrity	Simplicity
Courtesy	Hope	Spirituality/Faith
Decisiveness	Humor	Strength
Dependability	Independence	Self-Acceptance
Discipline	Innovation	Self-Esteem
Diversity	Impact/Difference	Self-Control
Effectiveness	Justice	Teamwork
Empathy	Knowledge	Tolerance
Empowering	Love/Affection	Trust

or invent your own!

² Adapted from "How to Live with Purpose," by Anne Loehr for Huffington Post, 2014

What Are My Values? – A Group Exercise³

<p style="text-align: center;"><i>Part 1: By Yourself</i></p> <ol style="list-style-type: none"> 1. Reflect on an experience when you were operating at your highest and best (your “peak experience.”) 2. Brainstorm words that convey the values inherent in your story. 3. Using the values from the list provided, find up to 10 words (values) or write your own. 4. Decide on your top 5. 	<p style="text-align: center;"><i>Value words:</i></p>
<p style="text-align: center;"><i>Part 2: In Groups</i></p> <ol style="list-style-type: none"> 1. Have your partner tell their “peak experience” story to you. 2. Listen carefully to the story. 3. Jot down words that convey the values you hear. 4. Share these value words with your partner. 5. Switch roles. 	<p style="text-align: center;"><i>Value words for your partner:</i></p> <p style="text-align: center;"><i>Your partner’s value words for you:</i></p>
<p style="text-align: center;"><i>Part 3: Putting It Together</i></p> <ol style="list-style-type: none"> 1. Compare value words in both your stories. Are there any values in common or values that can be combined? 2. Decide on your top 3-5 value words and present to the group. 3. Do you need to align your actions to your values? 	<p style="text-align: center;"><i>Top value words:</i></p>

What Are My Values? – A Solo Exercise³

Imagine it’s ten years in the future and you’re being honored at a dinner as “Visionary Leader of the Year.” Your colleagues and family all speak to the contributions you’ve made to them, the organization, and the community. What would they say about you? What would you want them to say about you?

³ Adapted from “Personal Values” by W.R. Miller Et. Al, University of New Mexico, 2001

Personal Leadership Styles⁴

According to the book “Primal Leadership” by Daniel Goleman, there are six different styles of leadership. These styles are not mutually exclusive, but rather a great leader should be able to adopt a style based on the needs of the moment.

Six Leadership Styles Defined

Visionary <i>“Come with me.”</i>	Coaching <i>“Try this.”</i>	Affiliative <i>“People come first.”</i>
<ul style="list-style-type: none"> · Takes responsibility for the development and communication of a clear vision. · Solicits individuals’ perspectives on the vision without surrendering authority. · Sees selling the vision as part of the leader’s job. · Influences others by explaining, exploring and describing the vision. · Ensures that others align the vision with their jobs and objectives. 	<ul style="list-style-type: none"> · Helps individuals identify their strengths and weaknesses in the light of their aspirations. · Reaches agreement with individuals on both the manager’s and the individual’s roles in the development process. · Provides on-going support, challenge and feedback. · May trade off short-term performance for longer term development. · Shares exciting assignments for development purposes. 	<ul style="list-style-type: none"> · Places more emphasis on the individuals than the task in hand. · Cares for the whole person. · Shares his or her emotional challenges with the team members in an appropriate manner. · Rewards personal characteristics and behaviors as much as the delivery of the task. · Promotes harmony and creates emotional bonds.
Democratic <i>“What do you think?”</i>	Pacesetting <i>“Do as I do, now.”</i>	Commanding <i>“Do what I tell you.”</i>
<ul style="list-style-type: none"> · Trusts that individuals have the capability to develop the appropriate direction for themselves and their team. · Invites individuals to make decisions affecting their work. · Reaches decisions by consensus. · Holds many meetings and listens to others’ concerns. · Rewards adequate performance and rarely gives negative feedback or punishes others. 	<ul style="list-style-type: none"> · Holds and exemplifies high standards for performance. · Is obsessive about doing things faster and better. · Pinpoints poor performers and demands more from them. · Rescues the situation if others don’t perform by assuming responsibility for the task or giving detailed instruction on “how to do it”. · Seeks coordination with others only if it has an impact on an immediate task. 	<ul style="list-style-type: none"> · Gives lots of directives by telling people what to do. · Rarely seeks any input from the individual. · Controls the situation through constant monitoring. · Relies on negative, corrective feedback to emphasize what is wrong and to achieve compliance. · Motivates others by emphasizing the consequences of getting it wrong. · Can be closed to other styles of working, and may ridicule them as “soft.”

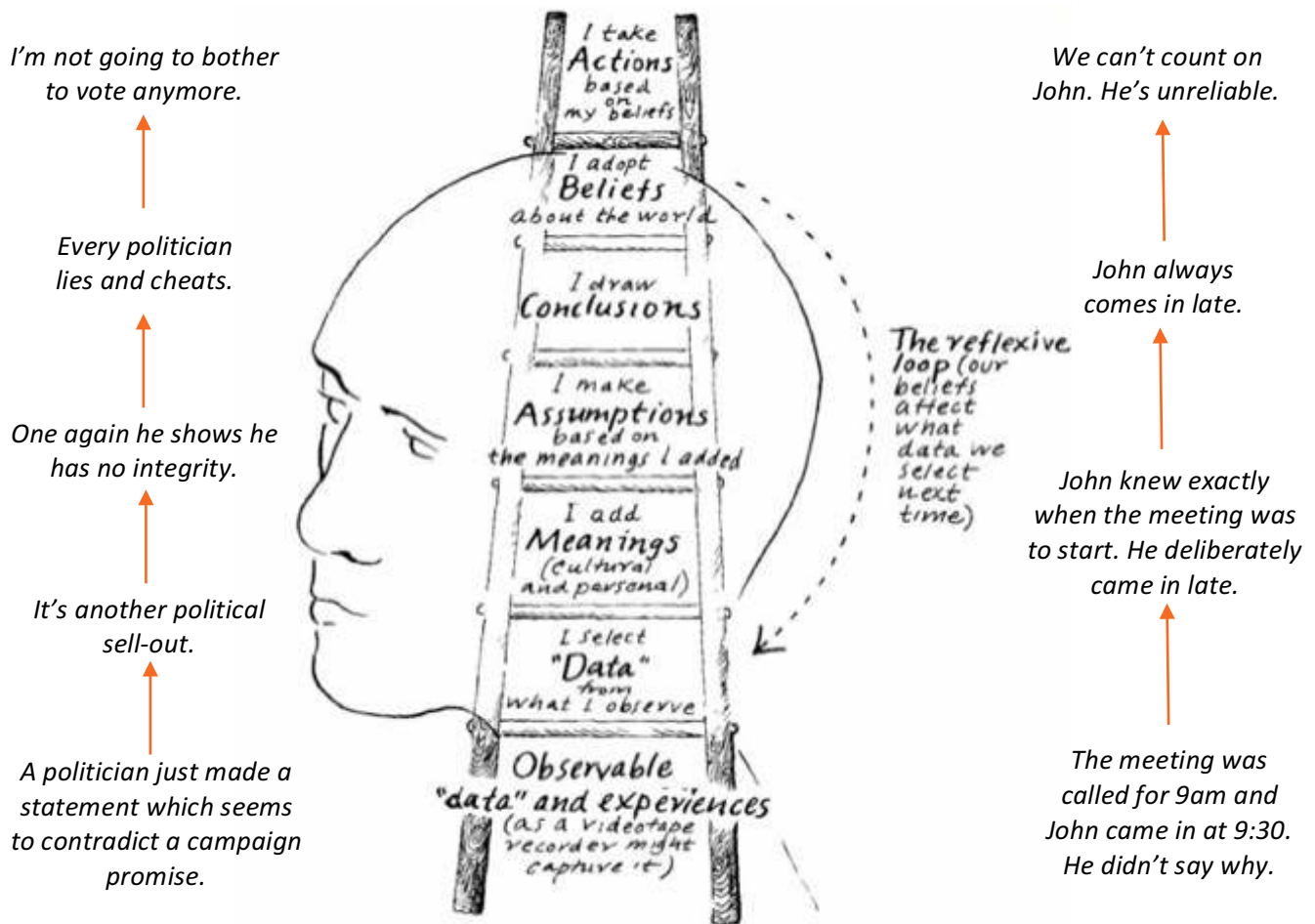
⁴ Adapted from “Primal Leadership” by Daniel Goleman Et. Al, 2013

Six Leadership Styles Applied

<p>Visionary "Come with me."</p>	<p>Coaching "Try this."</p>	<p>Affiliative "People come first."</p>
<p><i>Style works best...</i> when change requires a new vision, or when a clear direction is needed.</p> <p><i>When used effectively...</i> it motivates individuals by focusing their attention on the long-term goals of the organization.</p> <p><i>When used ineffectively...</i> it fails to take into account the talents and experience of knowledgeable team members.</p>	<p><i>Style works best...</i> to help an employee improve performance or develop long-term strengths.</p> <p><i>When used effectively...</i> it helps individuals develop confidence in functioning more autonomously at a higher level.</p> <p><i>When used ineffectively...</i> it causes confusion, delays and conflict because individuals are unsure what to do.</p>	<p><i>Style works best...</i> to heal rifts in a team or to motivate people during stressful circumstances.</p> <p><i>When used effectively...</i> it supports individuals during highly routine or stressful times and succeeds in gaining loyalty and getting the task done.</p> <p><i>When used ineffectively...</i> it leads to low standards, a sense of favoritism and frustration.</p>
<p>Democratic "What do you think?"</p>	<p>Pacesetting "Do as I do, now."</p>	<p>Commanding "Do what I tell you."</p>
<p><i>Style works best...</i> to build buy-in or consensus, or to get input from valuable employees.</p> <p><i>When used effectively...</i> it empowers individuals to make decisions about their own work and creates teamwork and commitment.</p> <p><i>When used ineffectively...</i> it causes confusion, delays and conflict due to lack of focus and direction.</p>	<p><i>Style works best...</i> to get quick results from a highly motivated and competent team.</p> <p><i>When used effectively...</i> it helps individuals who are self-motivated and understand their objectives.</p> <p><i>When used ineffectively...</i> it puts extreme demands on the leader and they take on more and more of the tasks of their direct reports.</p>	<p><i>Style works best...</i> in a crisis, to kick-start a turnaround, or with problem employees.</p> <p><i>When used effectively...</i> it draws an immediate and willing response from staff.</p> <p><i>When used ineffectively...</i> it creates medium term resistance, and may seriously damage the organization.</p>

The Ladder of Inference⁵

We all have an automatic, unconscious process that occurs in our thoughts as we reach conclusions about our experiences. Understanding the *Ladder of Inference* can help us become more aware of how we reach conclusions about our experiences, and how quickly we jump to conclusions without any intermediate thought process.



Tip 1: Listen for conclusions or opinions – your own and others’.

Tip 2: Ask for the data – your own and others’.

Tip 3: Look for the assumptions underlying conclusions – your own and others’.

Tip 4: Make the steps in your reasoning process explicit.

Tip 5: Inquire into the thinking of others to help them make the steps in their reasoning process explicit.

⁵ Adapted from “The Fifth Discipline Field Booth: Strategies and Tools for Building a Learning Organization” by Peter Senge Et. Al, 1994

Covey's Time Management Grid⁶

Effective time management is based on doing the most important things first. The *Covey Time Management Grid* is an effective way to organize priorities:

	Urgent	Not Urgent
Important	<p><i>Quadrant 1*</i></p> <p>Immediate and important deadlines</p>	<p><i>Quadrant 2**</i></p> <p>Long-term strategizing and development</p>
Not Important	<p><i>Quadrant 3*</i></p> <p>Time-pressured distractions; not really important but someone wants it now</p>	<p><i>Quadrant 4</i></p> <p>Activities that yield little if any value; used when taking break from #1</p>

* Most activities fall in quadrants 1 and 3.

** Quadrant 2 is mostly overlooked yet it is exceptionally important!

How to use the grid

1. Expand quadrant 2 activities.
2. Take your current to-do list and sort the activities by quadrant. Assess the amount of time you have and reallocate activities.
3. Make a copy of the grid for each day of the week, listing all activities and time spent. At the end of the week, combine the individual grids and evaluate how well your time was spent.

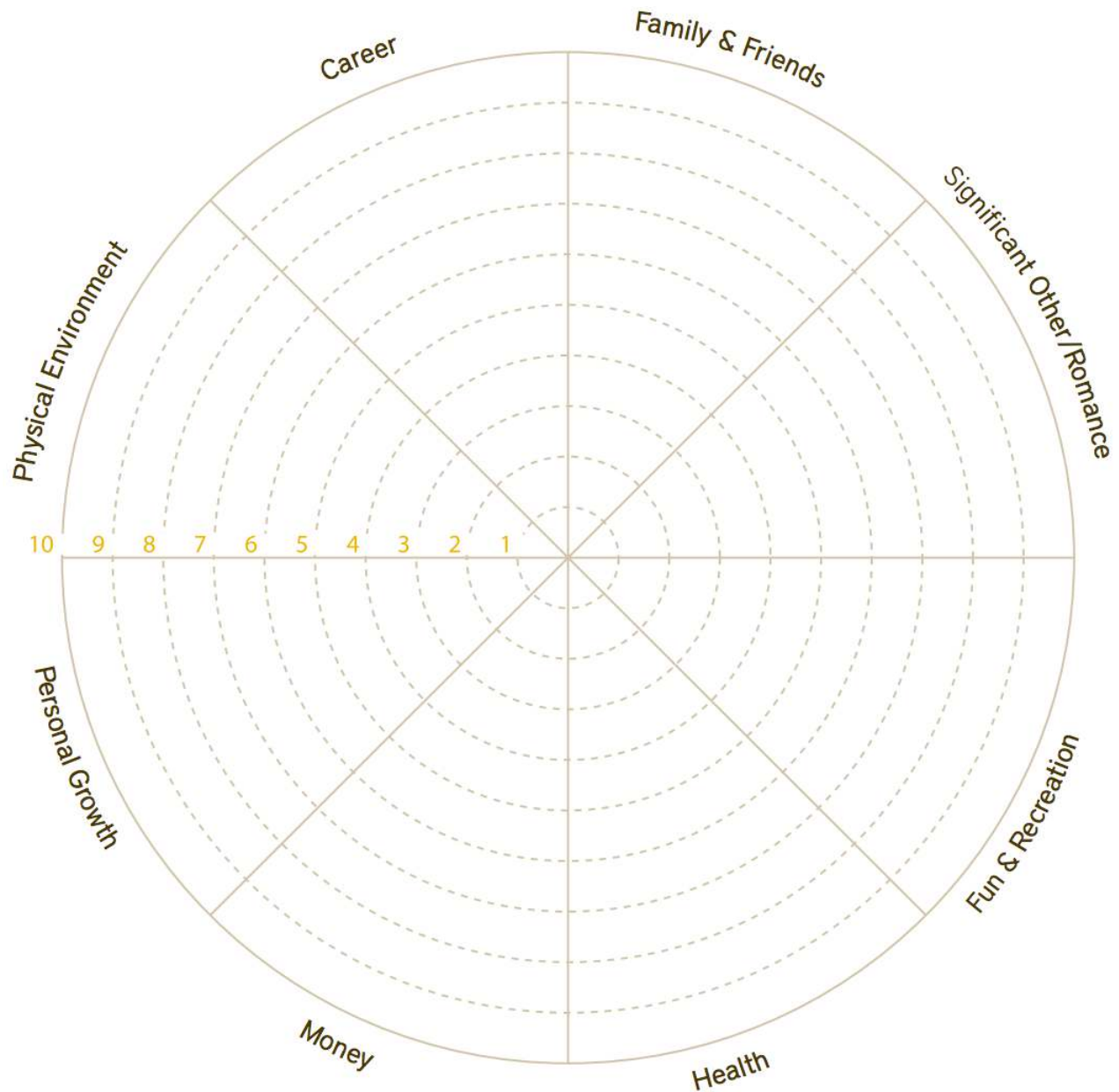
⁶ Adapted from "7 Habits of Highly Effective People" by Stephen Covey, 2004

Wheel of Life⁷

The *Wheel of Life* contains eight sections that describe a “whole life.” It measures the level of satisfaction in these areas at a given moment in time. It is not a picture of the past or a goal for the future, but a snapshot.

Wheel of Life Exercise

1. Rank your level of satisfaction with each life area by drawing a line around each section.
2. The new perimeter represents the wheel of your life. If this were a real wheel, how bumpy would the ride be?



⁷ Adapted from “Co-Active Coaching” by Henry Kimsey-House Et. Al, 2011

- Record the top five areas for improvement in order of priority, and include action-steps for improving on each of them.

<u>Areas to Improve</u>	<u>Action Steps</u>
1. _____	_____
2. _____	_____
3. _____	_____
4. _____	_____
5. _____	_____

- (Recommended) Try sharing your areas of improvement and action steps with others, ideally in a group of at least three people to increase the likelihood of following up. Set up a meeting, call, or email check in and follow up on a regular basis.

Leading Teams Adaptive Leadership⁸

What is adaptive leadership?

Adaptive leadership is when leaders display the ability to adapt their processes and tools in order to build the capacity of their organization.

What does it mean to be adaptive?

The word “adaptive” in adaptive leadership is drawn from evolutionary biology and refers to the process that organisms follow if they are going to survive and thrive. The three components of this process (applied to organizations) are to:

- Preserve the organizational elements necessary for survival.
- Remove (or modify) the elements that are no longer necessary or useful.
- Create (aka innovate) new arrangements that enable the organization to thrive.

What does it mean to thrive?

In adaptive leadership, to thrive is to *develop new capabilities and strategies* to address *changes in the environment* (e.g. industry) and *realize strategic vision and goals*. The key for an adaptive leader is to understand *what it means for a specific organization* to thrive, and then help make that happen. To thrive is to successfully adapt to circumstances, make desired changes, and stay anchored to what is best about the organization in the process. This requires an appreciation for the *core values, purposes* (whether explicit or implicit), and the *history* of the organization.

What are adaptive leadership competencies?

The adaptive leadership approach views leadership more as a *process* than a set of competencies. Having said this, the following are some skills, attitudes, and implied qualities that align with adaptive leadership:

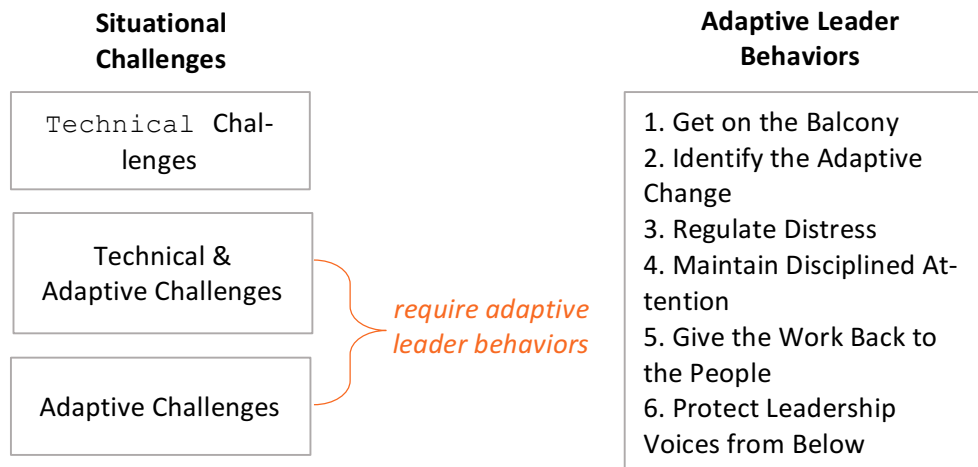
- The adaptive leader needs to be able to connect organizational change to the core values, capabilities, and dreams of the relevant stakeholders.
- The adaptive leader seeks to foster a culture that collects and honors diversity of opinion and uses this collective knowledge for the good of the organization.
- The adaptive leader knows that change and learning can be painful for people, and is able to anticipate and counteract any reluctant behavior related to the pain.
- The adaptive leader understands that large scale change is an incremental process and that he/she needs to be persistent and willing to withstand pressure to take shortcuts.

For further reading on this topic, look into *Adaptive Leadership* by Ronald Heifetz and “Are You an Adaptive Leader?” by Travis Bradbury.

⁸ Adapted from “The Practice of Adaptive Leadership: Tools and Tactics for Changing Your Organization and the World” by Ronald Heifetz Et. Al, 2009

Model of Adaptive Leadership

Another way to understand adaptive leadership is through the adaptive leadership model.



Situational Challenges

- *Technical Challenges* are clearly defined and have known solutions and procedures to implement the solution.
- *Technical & Adaptive Challenges* are clearly defined but no clear solution within the existing organizational system, the challenges is shared between the leader and the people. The leader may act as a resource for others but the people need to do the work – they need to learn to change and adapt.
- *Adaptive Challenges* are no clearly cut or easy to identify. Adaptive challenges are difficult because they usually require changes in people’s assumptions, perceptions, beliefs, attitudes, and behaviors.

Adaptive Behaviors

- *Get on the Balcony* is a metaphor for finding perspective and observing what people are facing in the midst of a challenging situation.
- *Identify the Adaptive Change* means the leader must analyze and accurately diagnose people’s challenges and also identify challenges that they cannot solve themselves.
- *Regulate Distress* is critical to keeping the environment from becoming counterproductive or debilitating. The leader must help other recognize the need for change but not become overwhelmed by the situation.
- *Maintain Disciplined Attention* is about the leader helping people address change and not avoid it. The leader needs to encourage people to focus on the tough work ahead instead of blaming coworkers, blaming the problem on the authority, pretending the problems doesn’t exist, etc.
- *Give the Work Back to the People* is a reminder for leaders to not fall into the trap of taking on too much authority because it can decrease people’s confidence to solve problems on their own and suppress their creative capacities.
- *Protect Leadership Voices from Below* refers to listening to and being open about the ideas of people who may be marginalized or a deviant group of the organization. Adaptive leaders need to be cautious in these situations because they may cause conflict or be a disruptor to the normal way of doing things.

Delegating: Who's Got the Monkey?⁹

"The only way to develop responsibility in people is to give them responsibility" - Kenneth Blanchard

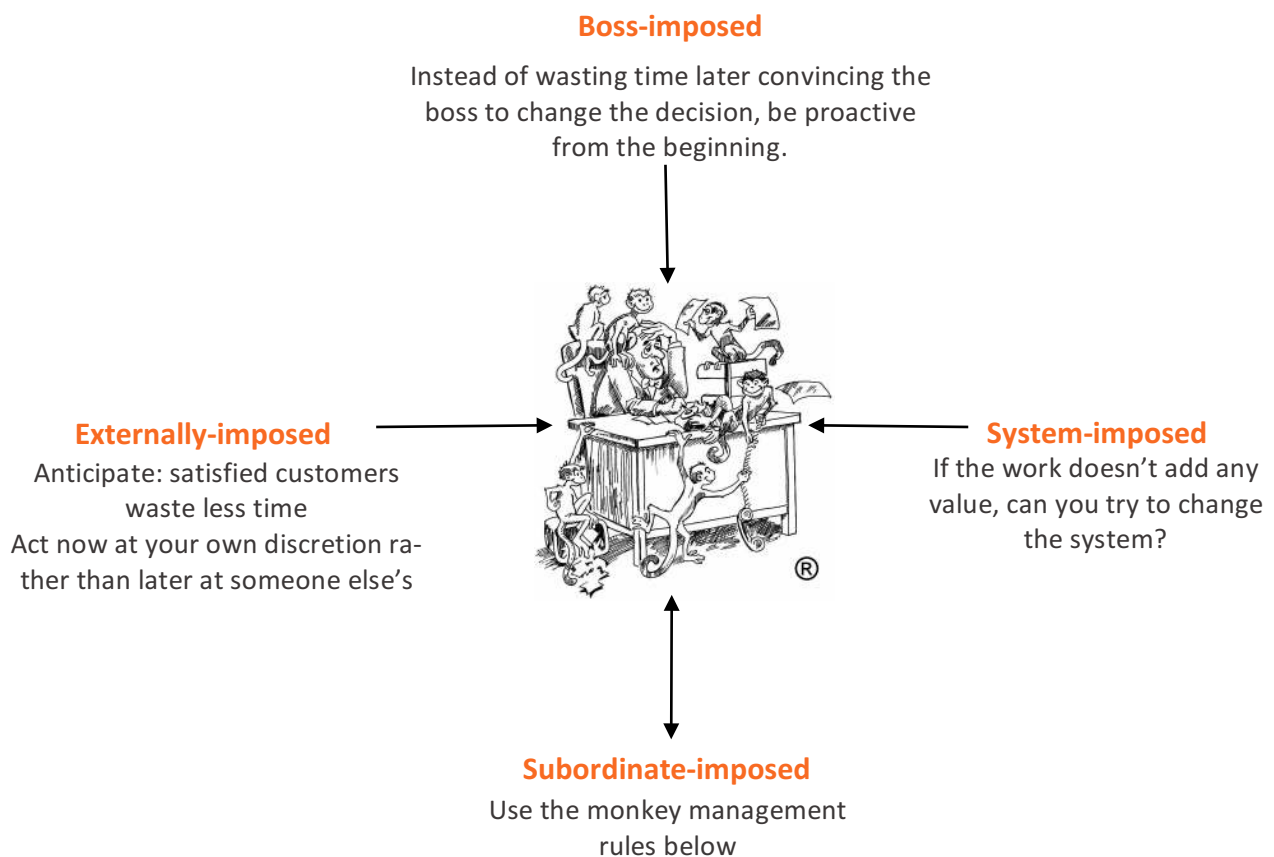
Do any of these sound familiar?

- Why am I working overtime and still running out of time while my team goes home on time as if they don't have enough to do?
- Wherever I go, my team needs something from me!
- I'm working overtime on things my team needs from me before they can proceed with their tasks.
- Do you spend your day in "management by crisis" mode?

What is a monkey?

- Monkeys are issues: problems, tasks, or other items that people bring you to solve.
- A monkey is whatever the *next move* is when dialogue breaks off between two parties.
- "Monkey on your back" is a metaphor that describes the ownership of tasks to be done.
- Whoever has the monkey has the responsibility of completing the work.

Types of monkeys



⁹ Adapted from "Management Time: Who's Got the Monkey?" by William Ocken, Jr. and Donald L. Wass for Harvard Business Review, 1999

Diagnosis

- Are you carrying other people's monkeys?
- How do they generally get on your back?
- What *degree of initiative* do you generally see in your team and peers? Do they ...
 - Wait until their told
 - Ask what to do next
 - Take a resulting action based on a recommendation
 - Act, but advise their manager at once
 - Act on their own with routine reporting
- Are there many "starving monkeys" around you?

Eliminate these!

Monkey management rules

- Monkeys should be fed regularly or shot.
 - Starving monkeys are distracting!
- Every monkey should have an assigned feeding time and a degree of initiative.
 - After a feeding session, the manager should select an appropriate time for the next meeting and action steps for the employee.
- Monkeys should be fed by appointment only
 - This empowers employees to make interim decision about the problem, and still report back.
- Monkey feeding appointments may be rescheduled but never indefinitely postponed.
- Monkeys shall be fed face-to-face whenever possible.
 - An email or phone call puts the monkey back on the manager, or the employee can "pass the monkey" to the manager by requesting a response from them.

Process for dealing with monkeys

- Define the monkey. *What is the next move?*
- Assign the monkey: *Who takes responsibility for the next move?*
- Insure the monkey: *Give responsibility to someone who can handle it; give appropriate guidance.*
- Schedule the monkey: *When, where, and how do we follow up?*
- You should never delegate performance feedback, disciplinary actions, politically sensitive tasks, or confrontations arising from interpersonal conflict.

Leading Nonprofit Organizations¹⁰

In “Forces for Good”, Leslie Crutchfield and Heather McLeod Grant found that becoming a high-impact nonprofit was not simply a matter of building a successful organization. Rather, it was by working with organizations and individuals *outside themselves* that they were able to achieve real impact. They found that organizations had to turn outward to have a real impact. They were surprised by this finding because it flies in the face of traditional management theory.

"The vast majority of social sector management books focus on things that don't always lead to greater impact," they point out. "We found little to support common myths of nonprofit excellence." They emphasize that much of the literature on nonprofit management focuses on issues that, although important, do not determine whether an organization has real social impact. They single out six of these issues in particular:

1. **Advocate and serve constituents for change.** High-impact nonprofits are involved in providing services as well as advocating in the public policy arena
2. **Harness market forces and see business as a powerful partner, not as an enemy to be disdain or ignored.** High-impact nonprofits leverage the private sector, identifying common ground when possible and partnering for greater impact.
3. **Creating meaningful experiences for individual supporters and convert them to evangelists in the mission.** High-impact nonprofits engage the time and talents of volunteers and donors in meaningful ways (beyond mailing out newsletters and writing checks) based on shared values. Use conferences or events as a way to build and connect their larger community and bring diverse stakeholders together.
4. **Nurture nonprofit networks.** High-impact nonprofits are leaders in their fields and focus on building a field and a movement, not just building an organization. Some way to do this are raising funds for an entire network of similar organizations, sharing knowledge and expertise with other nonprofits, and develop leadership within their network.
5. **Adapt or modify tactics to increase success.** High-impact nonprofits are attuned to changed in their environment—able learn from their experiences and adjust their strategies and programs over time to stay relevant.
6. **Share leadership, and empower others to be forces for good.** High-impact nonprofits share power and authority, rather than centralizing it within one position. Leaders focus both on building internal capacity and external relationships and partnerships.

¹⁰ Adapted from “Forces for Good: The Six Practices of High-Impact Nonprofits” by Leslie Crutchfield and Heather McLeod Grant, 2008

Leadership Archetypes in Teams¹¹

In organizations, one often sees repeated behaviors or “archetypes” that influence an individual’s effectiveness within an organization. Manfred F.R. Kets de Vries noticed that a poor fit between a leader’s archetype and the context in which they operate is the main cause of team and organizational failure. “Working out which types of leaders you have on your team can work wonders for your effectiveness as a group,” Kets de Vries advises. “It helps you to recognize how you and your colleagues can individually make their best contributions. This will in turn create a culture of mutual support and trust, reduce team stress and conflict, and make for more creative problem solving.”

*What styles does your organization need the most over the next 6-12 months?
What kinds of personality or skills is your organization missing?*

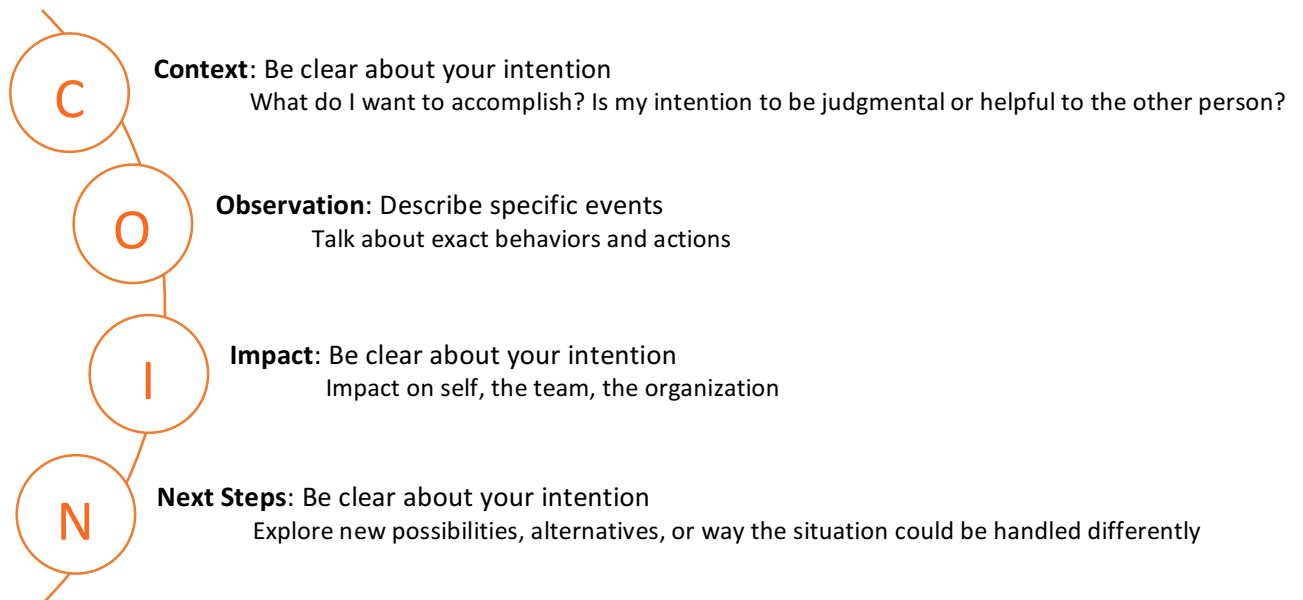
Strategist <i>Leadership as a game of chess</i>	Change Catalyst <i>Leadership as a turnaround activity</i>	Transactor <i>Leadership as deal making</i>	Builder <i>Leadership as an entrepreneurial activity</i>
These leaders are good at dealing with new developments within the organization. They provide strategic vision and direction to generate future growth.	These leaders love messy situations. They are masters at re-engineering and creating new organizational “blueprints.”	These leaders are great dealmakers. Skilled at identifying and tackling new opportunities, they thrive on negotiations.	These leaders dream of creating something and have the talent and determination to make their dream come true.
Innovator <i>Leadership as creative idea generation</i>	Processor <i>Leadership as an exercise in efficiency</i>	Coach <i>Leadership as a form of people development</i>	Communicator <i>Leadership as stage management</i>
These leaders are focused on the new. They possess a great capacity to solve extremely difficult problems.	These leaders like organizations to be smoothly running. They are very effective at setting up structures and systems to support an organization’s objectives.	These leaders know how to get the best out of people, thus creating high performance cultures.	These leaders are great influencers, and have a considerable impact on their surroundings.

¹¹ Adapted from “Leadership Archetypes” by Manfred F. R. Kets de Vries, 2005

Feedback¹²

Before people can grasp what feedback is and how it can transform a team, people need to undergo a paradigm shift – a shift from categorizing feedback as either positive or negative to just seeing feedback as information.

Giving effective feedback



Feedback mistakes

- Don't speak in absolutes. "Always" and "Never" probably aren't.
- Don't criticize not just the item in question but the background of the person or their organization as well.
- Don't criticize the motivation of the person you are talking to.
- Don't criticize the taste and judgment of anyone who disagrees with your criticism.
- Don't make threats in your criticism.

Receiving effective feedback

- Assume positive intent on the sender's part
- Breathe
- Listen actively
- Be willing to clarify by asking questions
- Acknowledge the feedback
- Avoid the automatic tendency to explain, defend, or justify your actions – focus more on what is being conveyed to you
- Be willing to check in with the person later on
- Reflect back on what you've heard

¹² Adapted from "Effective Feedback" produced by Coro NY Leadership Center, 2015

Conflict¹³

Conflict is at the root of many leaders’ best ideas, as well as at the core of their worst failures. When it is handled poorly it can cost organizations heavily in terms of wasted management time, and turnover. When it is addressed effectively, it can stimulate creativity and lead to better decision making.

Conflict handling behaviors

- What behaviors work best for you? For your team?
- How are conflicts most often handled in your organization?

	Constructive	Destructive
Active	Perspective Taking Creating Solutions Expressing Emotions Reaching Out	Winning at All Costs Displaying Anger Demeaning Others Retaliating
Passive	Reflective Thinking Delay-Responding Adapting	Avoiding Yielding Hiding Emotions Self-Criticizing

Triggers for conflict

To more effectively manage conflict, it is helpful to be aware of common behaviors that trigger conflict. Recognizing others’ triggers can help you prevent a conflict from escalating.

- *Unreliable*: when people miss deadlines or cannot be counted on
- *Overly analytical*: when people focus too much on minor issues or are perfectionists
- *Unappreciative*: when people fail to give credit to others or don’t praise good performance
- *Aloof*: when people isolate themselves, do not seek input, or are hard to approach
- *Micro-managing*: when people constantly monitor and check up on the work of others
- *Hostile*: when people lose their tempers, become angry, or yell at others
- *Abrasive*: when people are arrogant, sarcastic, and demeaning
- *Self-centered*: when people believe they are always correct or care only about themselves
- *Untrustworthy*: when people exploit others, take undeserved credit, or cannot be trusted

Constructive responses to conflict

- *Curiosity*: Getting curious about a toxin like blame or stonewalling is a great opportunity to get underneath to what’s really going on. Curiosity is powerful because it doesn’t have a charge – it’s all about interest in the experience of the other person.
- *Be Open to Influence*: In the heat of conflict we are each rooted in our point of view. Going into conflict with an attitude of being willing to be influenced by the other makes room for new perspectives, gives the argument room to breathe and to change.

¹³ Adapted from “Becoming A Conflict Competent Leader” by Craig Runde and Tim Flanagan, Center for Creative Leadership, 2007

- *Assume Good Intent:* It's just possible the other person is not out to get you! It's just possible they are as frustrated, confused and angry as you are about the situation, just from a different perspective.
- *Soften the Start-up:* A common conflict escalator is a harsh start up. "You idiot! What were you thinking?!" is a great way to toss someone right into defensiveness or stonewalling. Being conscious of how you begin the conflict discussion, and doing so from a place of clarity, specificity and respect will move you forward.
- *Have a Reservoir of Positivity:* John Gottman says that for relationships to survive and grow there needs to be an attitudinal ratio of 5 to 1, positive to negative. Storing up and noticing with each other the positive aspects of your relationship will provide a foundation for your relationship that won't be uprooted by conflict.
- *Make a Repair Bid:* A repair bid is anything consciously offered to deescalate the conflict. It can be as simple as saying "I'm sorry," or taking a time-out, or offering an appreciation of the other person ("Thank you for bringing this up. It took guts."). Repair bids come from a place of knowledge and trust of yourself and the relationship, even if it is a small part of that relationship. They also come from that reservoir of positivity you have created.

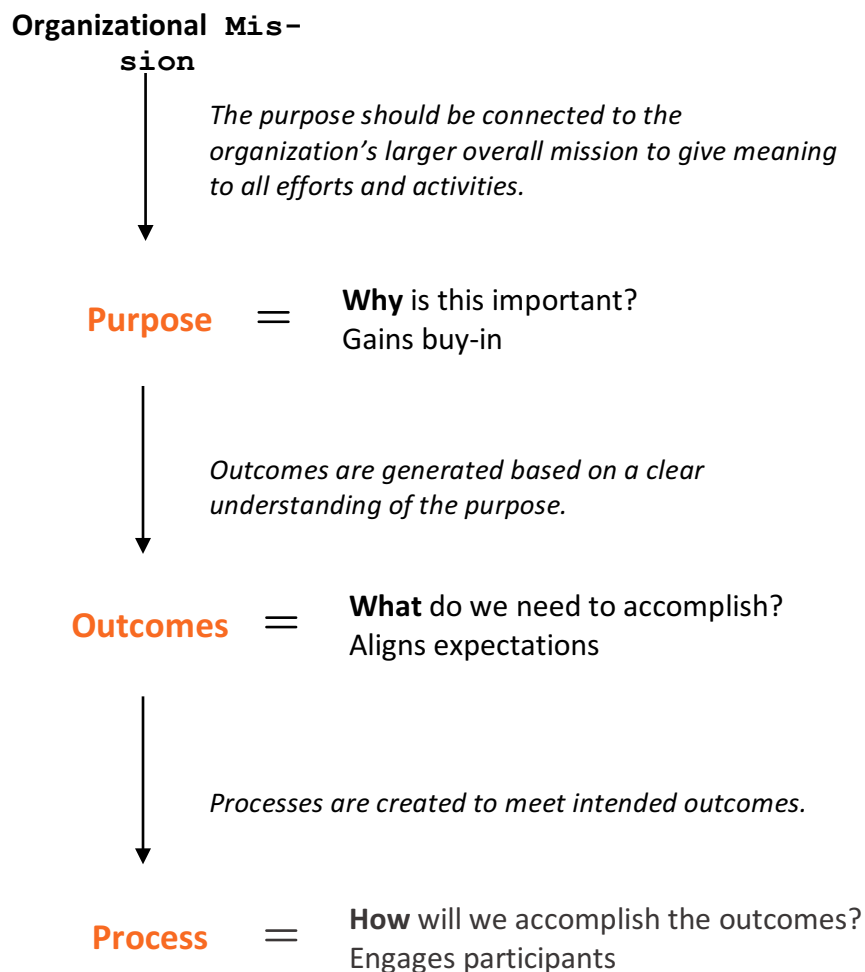
POP

During planning or decision-making efforts, we often have a bias toward activity and impatience with our thoughts. We act before being on the same page, and aren't aligned in decision making.

To combat these natural tendencies, it is recommended to “*start slow before going fast*” by giving *context for action*. Research has shown that the best decisions are made when:

1. All decision makers have bought-in to the goal. “Buy-in” results in people’s best thinking.
2. Expectations are aligned. Without clear expectations, much is said and done but little is accomplished.
3. People are adequately prepared to engage and participate. This leads to a faster and more focused accomplishments.

The POP (Purpose-Outcomes-Process) tool helps individuals make better decisions more quickly:



Resources

Articles

“Leading from Behind” by Linda Hill, *The New Yorker*

“What to Ask the Person in the Mirror” by Robert S. Kaplan, *Harvard Business Review*

“Common But Unnecessary Problem #3: The Lack of Leadership Development” by Cynthia Pong, a blog post about Leadership in nonprofits

“Shut Up and Sit Down” by Joshua Rothman, *The New Yorker*

“After Year of Intensive Analysis, Google Discovers the Key to Good Teamwork is Being Nice” by Aamna Mohdin, *Quartz*

“Every Leader is an Artist” by Michael O’Malley

Books

Leadership and the Art of Self-Deception by Arbing Institute

The Five Dysfunctions of a Team by Patrick Lencioni

Primal Leadership-Unleashing the Power of Emotional Intelligence by Daniel Goleman, Richard Boyatzis, Annie McKee

The Power of Habit by Charles Duhigg

Good to Great by Jim Collins

Seven Habits of Highly Effective People by Steven Covey

Leading Transitions by William Bridges

Difficult Conversations by Douglas Stone, Bruce Patton, Sheila Heen

Resilient Leadership by Bob Duggan and Jim Moyer

The Yacoubian Building by Alaa Al Aswany

Lean In: Women, Work, and the Will to Lead by Sheryl Sandberg

Non-Violent Communications by Marshall Rosenberg

What Got You Here Won't Get You There by Marshall Goldsmith

Every Leader is an Artist by Michael O'Malley, William Baker

The Practice of Adaptive Leadership: Tools and Tactics for Changing Your Organization and the World by Heifetz, Grashow and Linsky, 2009

Forces for Good: The Six Practices of High-Impact Nonprofits by Crutchfield and Grant, 2008

Video Links

“The way we think about charity is dead wrong”

http://www.ted.com/talks/dan_pallotta_the_way_we_think_about_charity_is_dead_wrong.html

“The puzzle of motivation”

http://www.ted.com/talks/dan_pink_on_motivation

Online

Arts Forward: <http://artsfwd.org/category/innovation-stories/>

Linked In Group: Strategic Planning for Nonprofits