

Choosing to Align Action with Values and Commitments

Who have I chosen to **be** as a leader?

What is this situation calling me to **do** as a leader?

LEADER AS:	Preparing to Engage <i>Are we prepared to effectively engage?</i>	Convening the Conversation <i>What is the conversation about?</i>	Increasing Shared Understanding <i>How do we create a “deeper, shared pool of understanding”?</i>	From Inquiry to Action <i>How will we move forward together?</i>
Partner <i>Engaging conflict as a participant</i>	Theme: Clarifying how we want things to be at the end of the conversation. <ul style="list-style-type: none"> • What do I really want for myself and others in this conversation? • How can the conversation positively affect relationships? • How will I behave if I am committed to mutually acceptable solutions and better relationships? 	Theme: Engaging and acknowledging to understand all perspectives. <ul style="list-style-type: none"> • How do I invite others into this conversation? • How will I tell my story? • What should I listen for in the story of others? 	Theme: Creating a joint story with a mutual statement of issues and desired outcomes. <ul style="list-style-type: none"> • What do we need to share and understand about this issue? • How do we suspend judgment and increase curiosity? • What do we all need to understand about context and external forces? 	Theme: Finding mutually agreed upon resolution, planning for action, and committing to forward movement. <ul style="list-style-type: none"> • How can dialogue lead to innovative solutions? • What are the details we need to work out? • How can we support implementation of our plan?
Facilitator <i>Serving others in the engagement of conflict</i>	Theme: Preparing, to guide a team to effectively engage. <ul style="list-style-type: none"> • What is the context for this conflict? • Who needs to participate in the work? • How do I support the team substantively, procedurally, and emotionally? • What is my relationship to the conflict? 	Theme: Organizing the team to effectively engage the conflict. <ul style="list-style-type: none"> • What are the “readiness” conversations we need to have as a group as we engage this conflict? • What are we talking about and why? • What is the role of the leader in this dialogue? • What are shared expectations of the process • How will we interact with each other? • What do we say to others about the conversation? 	Theme: Supporting dialogue to create deeper, shared understanding of the challenge. <ul style="list-style-type: none"> • What adaptive work is needed among participants and beyond? • What are the individual and shared interests and/or objectives? • What external parameters exist? 	Theme: Generating potential actions and bringing specificity to a plan for implementation. <ul style="list-style-type: none"> • How do we build on the conversation to increase capacity for creativity and innovation? • As agreement emerges, what are the details that need definition? • How will the plan be implemented and what support is needed?
Arbiter <i>Imposing resolution to the conflict in service of shared purpose</i>	Theme: Preparing to impose resolution to a conflict when the team has been unable to engage effectively and agree upon action. <ul style="list-style-type: none"> • Why am I choosing this role? • What is my “authority”? • How do I choose and carry out this role in a way that is consistent with my commitments and those of the organization? • What is the potential impact of my making the decision? 	Theme: Convening the team and sharing rationale for making the decision. <ul style="list-style-type: none"> • How do I share my intent to act in alignment with our mutual commitment to the work and to each other? • What is the “gap” between where we are and where we need to be and why am I choosing to close the gap? • What am I asking from the group at this point? 	Theme: Enrolling the team in the decision as I have made it. <ul style="list-style-type: none"> • What interests /objectives am I addressing by choosing this course of action? • How do I enroll the group in committing to this course of action? • How do I communicate what I believe to be the consequences if we do not take this action? • What transition/change issues do I need to be aware of? 	Theme: Implementing decisions, clarifying expectations, and holding group accountable. <ul style="list-style-type: none"> • How do I invite participation of others in designing implementation process? • How do we clarify expectations and align action as we implement the plan? • How will we evaluate and adjust as we go forward? • How will we address those unwilling to commit?