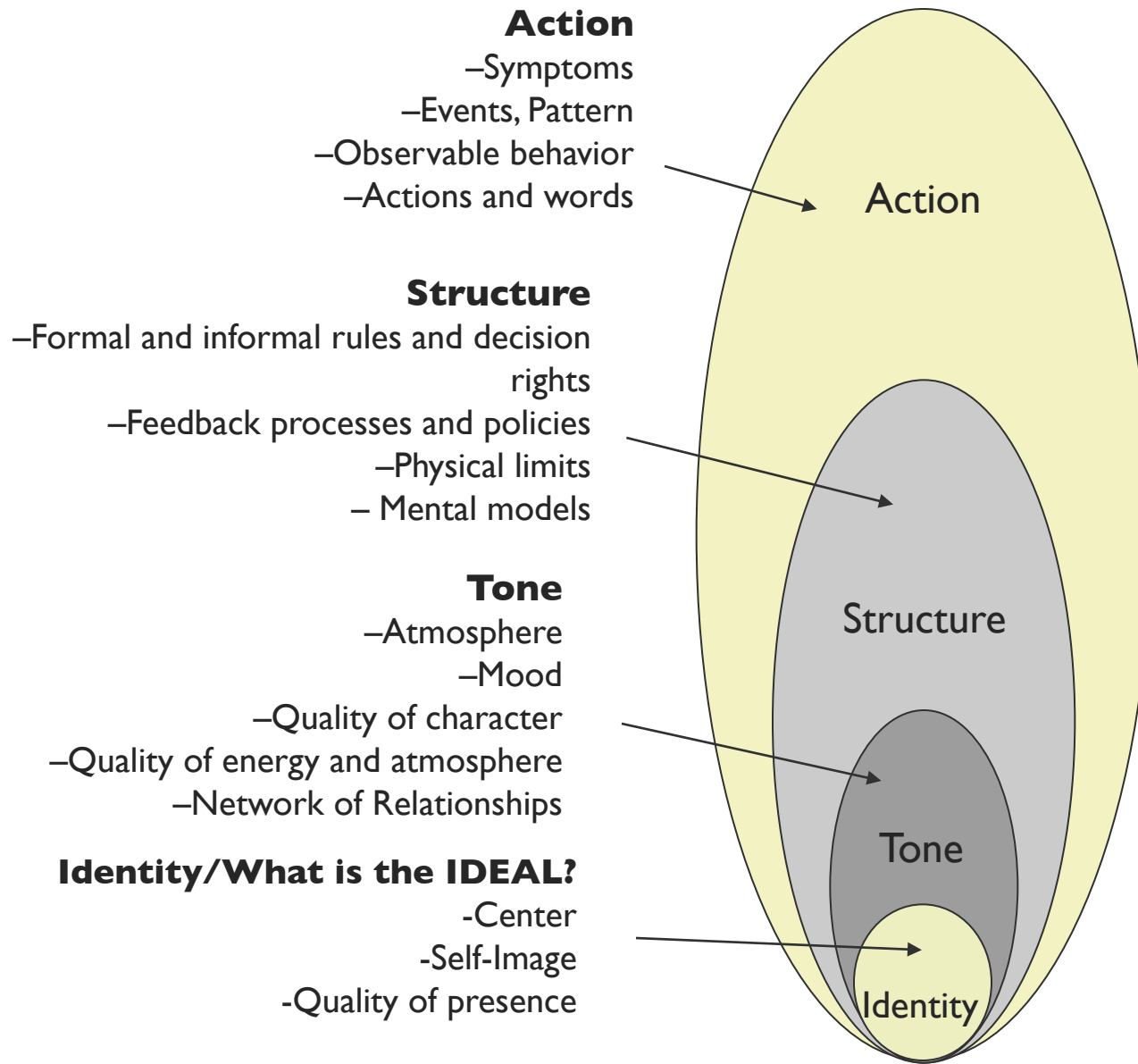


# **Leopold Leadership Program: 2012 Fellows Reunion**

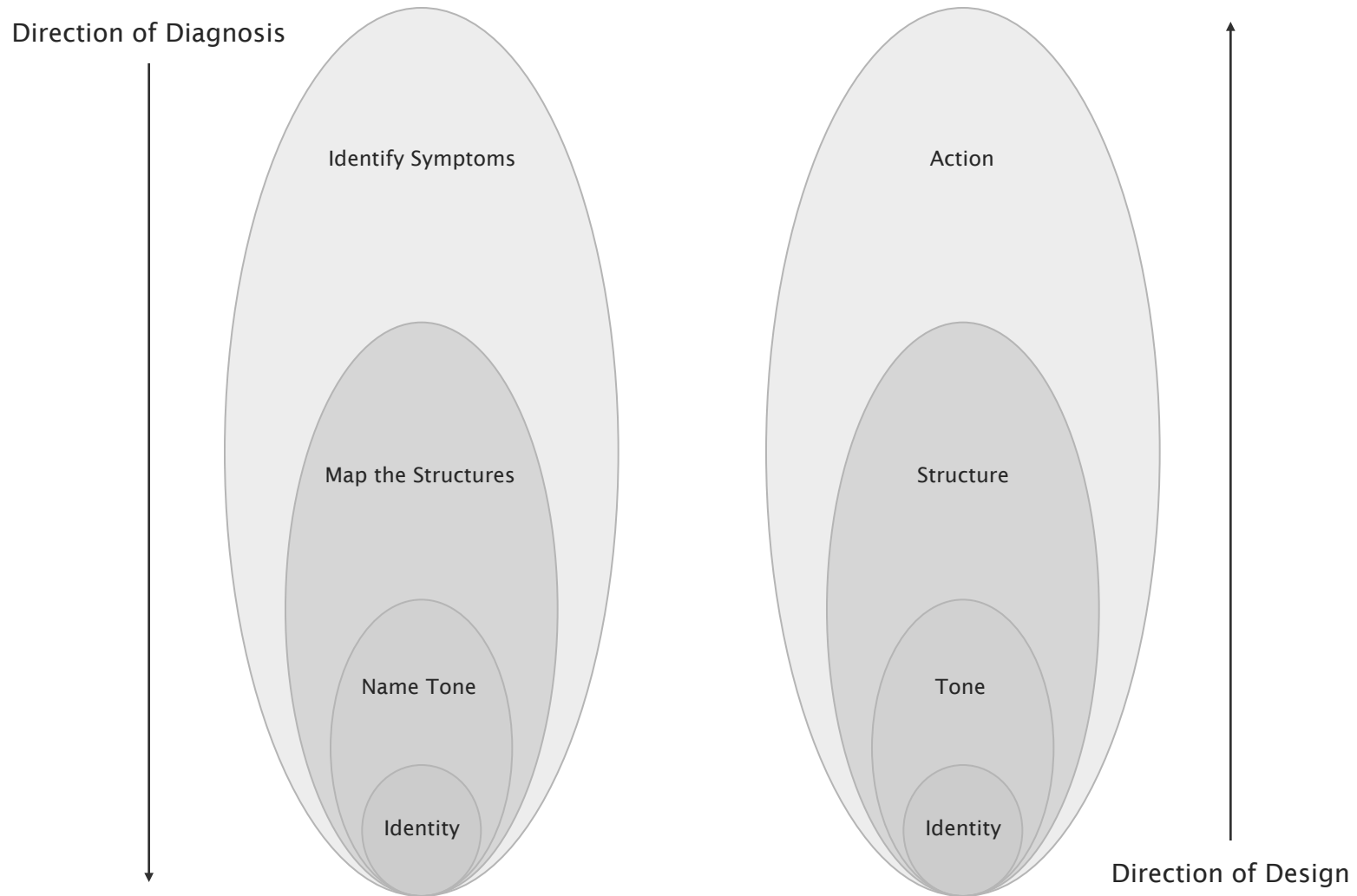
## **Engagement: Conflict to Opportunity**

**dialogos**

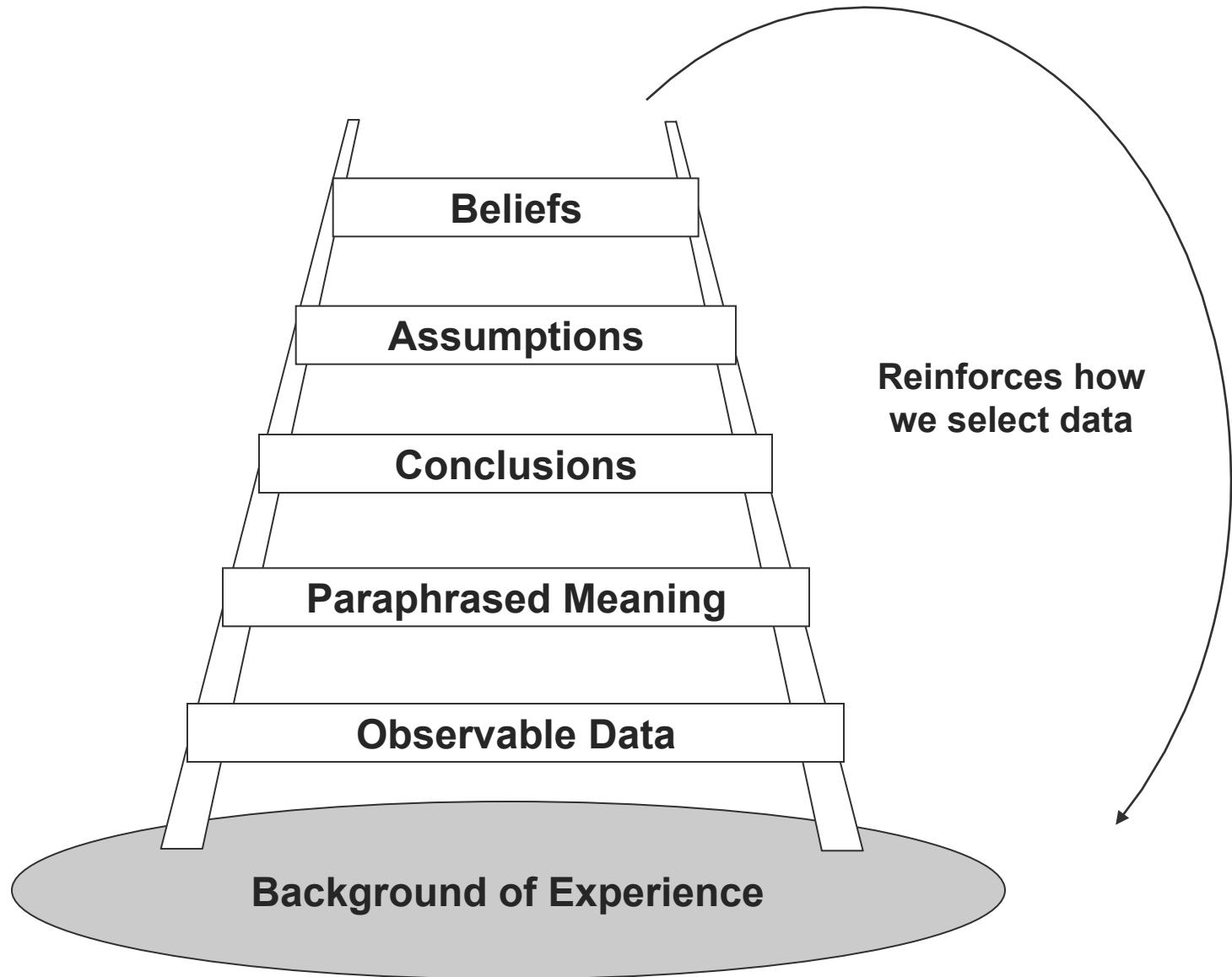
# Four Levels of Leadership ('Flame' model)



# Diagnosis and Design of Systems

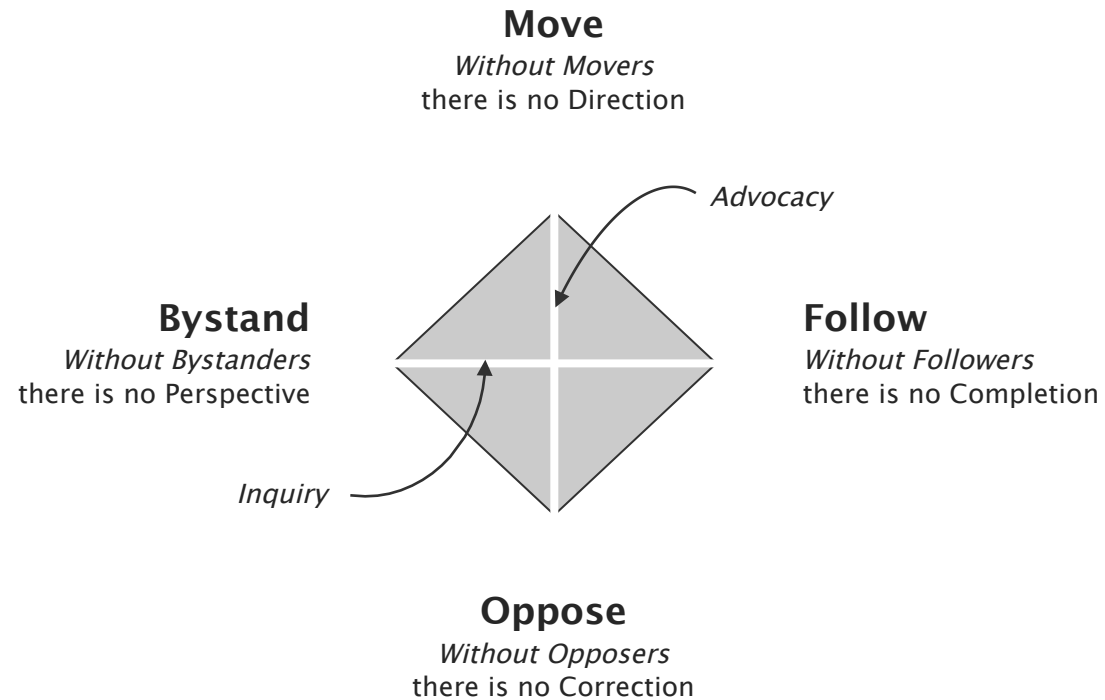


# Ladder of Inference



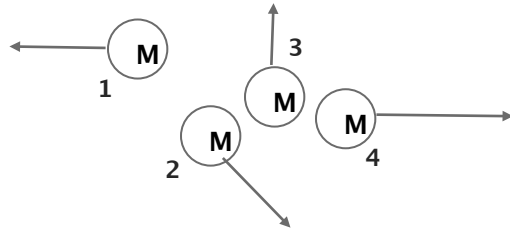
# The Four Player System – 4 Action Positions

dialogos

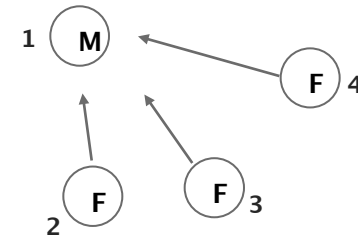


# Variations of Dynamics / Sequences

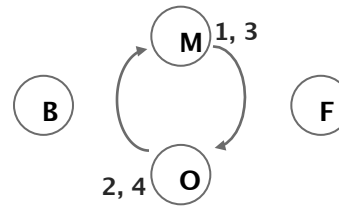
Serial Monologues: M-M-M-M



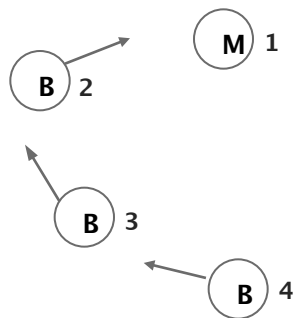
Courteous Compliance: M-F-F-F



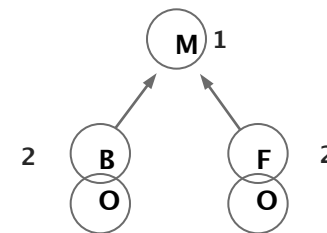
Point-Counterpoint: M-O-M-O



Hall of Mirrors: M-B-B-B



Covert Opposition: M-F/O, M-B/O



# Action Positions – Personal Assessment and Practice Suggestions

- What is my preferred/strong Action Position in ideal team situations or conversations?
- What is my preferred/strong Action Position in high stakes situations on when under stress? How does it differ from my 'in ideal situations' one?
- What is my weak Action Position?
- What is my stuck Action Position?

## Proposed Individual Practice Assignments:

1. In the next meeting you attend, notice what are the Strong/Weak/Stuck Action Positions that various participants engage in. Notice what Action Position is missing. Notice what Action Position you are taking.
2. In a following meeting, notice what Action Position is missing and choose to provide it in order to move the meeting forward.

# Action Positions

	Enabled or Strong: Action Intends	Disabled or Weak/Stuck: Action comes across as
<b>Mover</b>	Direction Discipline Commitment Perfection Clarity	Omnipotent Impatient Indecisive Scattered Dictatorial
<b>Follower</b>	Completion Compassion Loyalty Service Continuity	Placating Indecisive Pliant Wishy-Washy Over accommodating
<b>Opposer</b>	Correction Courage Protection Integrity Survival	Critical Competitive Blaming Attacking Contrary
<b>Bystander</b>	Perspective Patience Preservation Moderation Self-Reflection	Disengaged Judgmental Deserting Withdrawn Silent



# Left Hand Column

<b>Thought, but not said</b>	<b>What was said</b>
<p><b>Could be trouble...</b></p> <p><b>Oh oh. Haircut</b></p> <p><b>I did...</b></p> <p><b>Pedal faster now...</b></p> <p><b>You're not doing yourself any favours</b></p> <p><b>Big trouble...</b></p>	<p><b>She: What do you think?</b></p> <p><b>He: About what?</b></p> <p><b>She: You didn't notice...</b></p> <p><b>He: You look very nice!</b></p> <p><b>She: You hate it.</b></p> <p><b>He: No, its great...</b></p>

## Phrases for Clear Advocacy

**“Let me tell you where I am right now...”**

**“This is what I was thinking while you were talking..”**

**“Let me tell you my reaction to that.”**

**“I’ m uncomfortable right now, and I’ d like to tell you why.”**

## Phrases for Clear Inquiry

**“How do you see this?”**

**“Help me understand...”**

**“What am I not seeing?”**

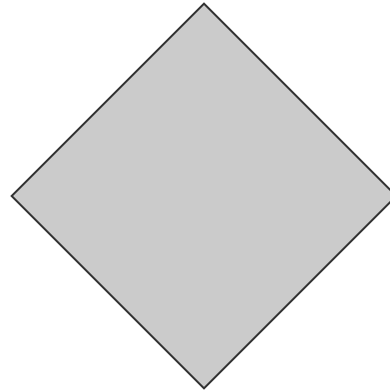
**“What is your reaction to what I have said?”**

# Four Dialogic Practices

There are four practices or behaviors, in particular, that you can work on, to help you develop your understanding of moving towards creative engagement and dialogue.

## VOICING

Speaking from one's authentic Self and true authority;  
Living from the source of one's being



## SUSPENDING

Stepping back (to the balcony) to perceive what is taken for granted; Letting go certainties; stopping the flow of thought

## LISTENING

Listening without resistance;  
Listening from the other's point of view

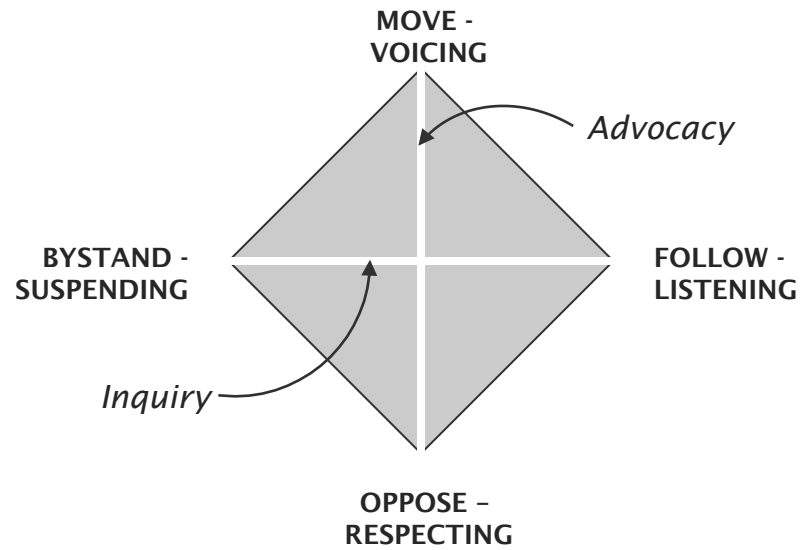
## RESPECTING

Honoring and witnessing the legitimacy and dignity of another's stance and point of view; honoring boundaries

# Action Positions: Advocacy and Inquiry

The four practices suggest two central actions: advocacy and inquiry.

The challenge is to keep these in balance in all your conversations:



# Left Hand Column Diagnosis

**VOICING:** *Was the quality of voice authentic?*

- Did you say what you thought, felt, and wanted?
- If not, what was it that really needed to be said?
- What kept you from saying it?
- What was at risk in bringing out what really needed to be said?
- How much Advocacy was in your part of the conversation?
- If you had created this situation in order to learn, what might you have been intending to teach yourself?

**LISTENING:** *Did you listen well?*

- How well did you listen?
- How did you feel?
- What does your intuition tell you about this situation?
- If you could articulate it, what was it that the other was trying to say beyond the words?
- How able were you to appreciate and empathize with the other person?
- How much Inquiry was in your part of the conversation?

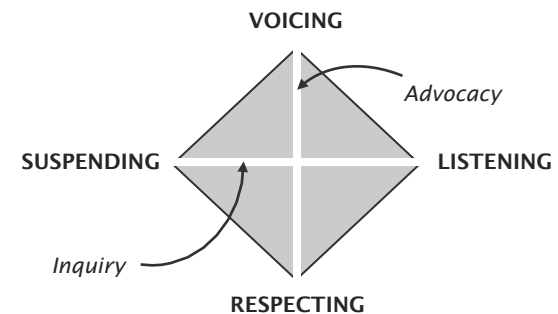
**RESPECTING:** *Did you respect the other?*

- Did you reject/judge what was said? What is this telling you about yourself?
- What hard truths about your own behavior do you need to state?
- What was missing from the exchange?
- Did you discount the other's view? Why or why not?
- What really disturbed you about what the other said?

**SUSPENDING:** *Did you release certainty?*

- What mental models and beliefs did you have about yourself, the other, and the situation?
- What judgments would you make about someone who acted like this ?
- Can you see new ways to change your perspective on this situation?
- In what ways were you (and are you still) blind about this situation?
- What's at risk in letting these models and beliefs go?

Thought	Said
←	



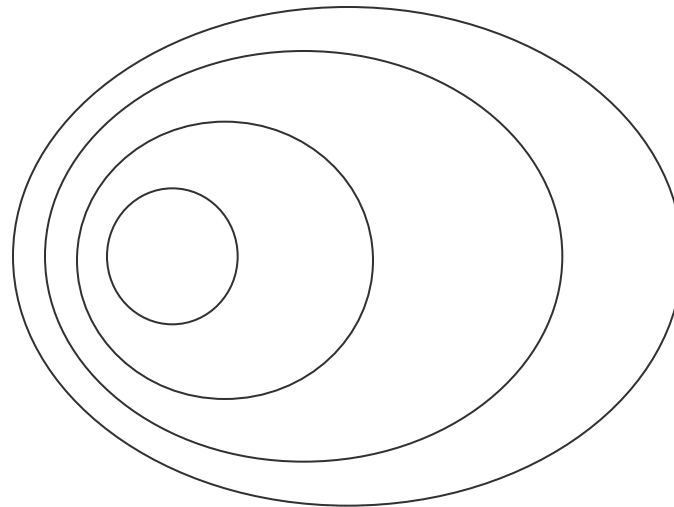
# Container

Defining the Container: System change is activated through the creation of a “container.” In its most generic form, a container is “that which contains<sup>1</sup>.” A container is a holding environment for the thinking and energy of core group of people. It is a “pattern of relationships among people that enable them to sustain a high level of shared goals, energy, and coordinated actions<sup>2</sup>.” This step requires an act of leadership: the creation of a container made up of a core of leaders able to envision and sustain a long term commitment to system change.

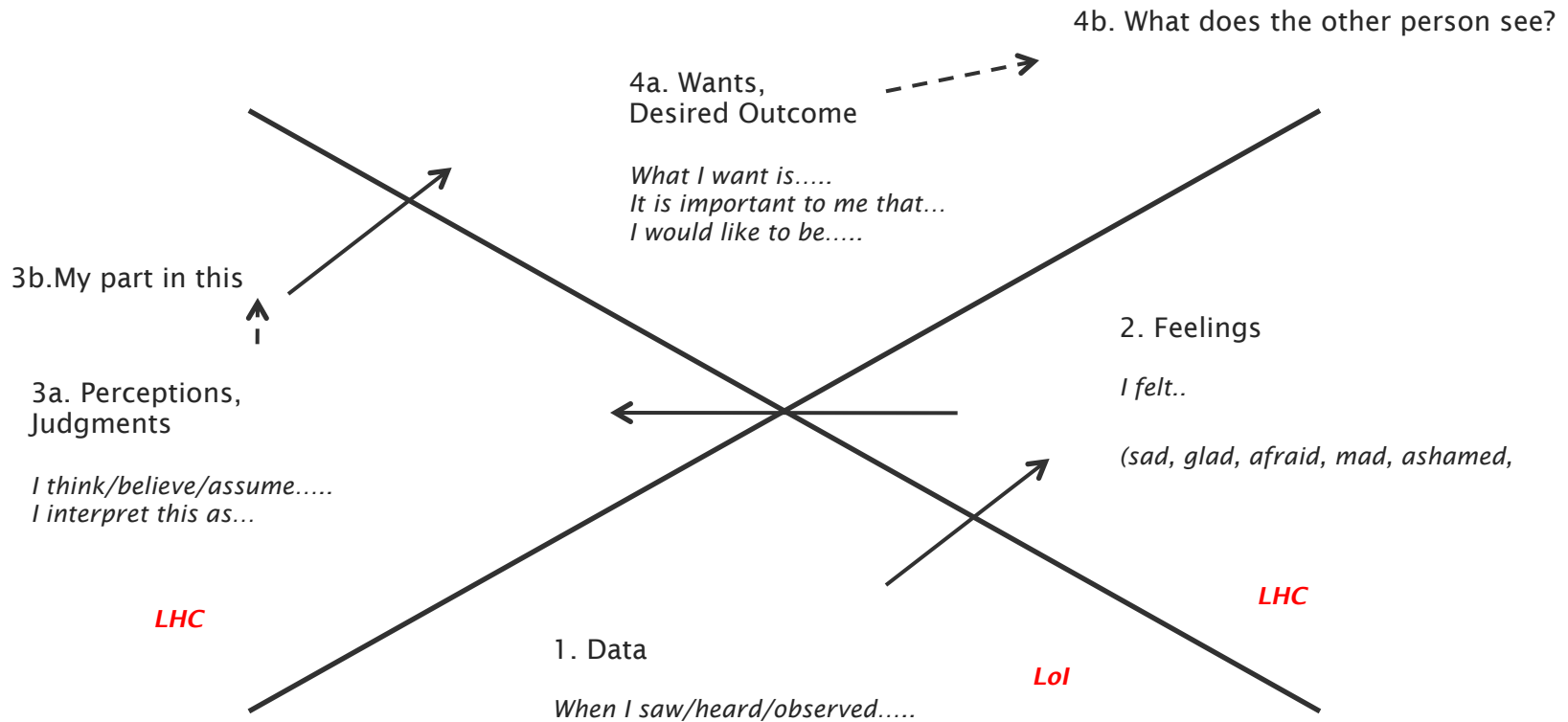
Container as Core Matrix:

*The container is the “matrix” of awareness in which there is energy, possibility and safety.*

Container “Orbits” – degrees of proximity to our “core” or “court”:



# Clean Talk



1. Data - What I see
  - Describe your observations
2. Feelings - What I feel about it
  - State your personal feelings
  - Take responsibility for your emotions
3. Perceptions, Judgments - How I interpret it
  - State how you Interpret or evaluate
  - Focus on how you make sense of what is happening
4. Wants, Desired Outcomes - The change I desire
  - Request clear actions
  - Be aware that a request is different from a demand

# Fields for Conversation

