

LOCATING YOURSELF: ABOVE OR BELOW?

Statements

What can I learn from this?
How is the opposite as true?
How is this familiar?
I appreciate you for....
I take responsibility for...
I agree to...
I choose to...
I created...
How is this for me?
What I hear you saying...
My body sensations are...
I feel...(sad, angry, scared, joyful, sexual/creative)

Behaviors

Breathe
Significantly change my posture
Take responsibility
Question my beliefs
Feel emotions
Listen consciously
Speak unarguably
Make impeccable agreements
Appreciate
Create win for all solutions
Play

Beliefs

I am the creator of my well-being
There are more than two possibilities
It is valuable to question my thoughts and beliefs
My feelings are intelligent
Approval, control and security are something I already have
All people and circumstances are my allies
Revealing creates connection and vitality
Play and rest are key to peak performance

("BY ME")

Responsive / Curious / Growth & Learning

ACCEPTANCE AND TRUST

("TO ME")

Reactive / Defensive / Recycling Drama

RESISTANCE AND THREAT

Statements

I/You/They should
I/You/ They can't
I'm right/They're wrong
It's hard
I'm trying
It's not my fault
I'm confused
The "truth" is
I have to
You made me
I'm sorry (with an excuse)
Always/Never
"Why" questions
You're not listening to me
It's no use/I give up
My way or the highway
They don't get it

Behaviors

Hold your breath
Fight/Flee/Freeze/Faint
See others as needing help
Find fault/Blame
Cling to an opinion/argue
Rationalize/Justify
Gossip
Get overwhelmed
Suppress emotions
Use distractions to relieve pain (food, sex, drugs, media, work)
Enroll others to affirm my beliefs
Avoid all disconfirming data
Be sloppy with your agreements
Avoid conflict
Be judgmental (right/wrong, good/bad)

Beliefs

Being right is the most important thing
There is a threat to me occurring out there
There is not "enough"
I need another's approval
Safety and security come from outside myself
I need to be in "control" (of things I can't control)
There are only two options
To get to a solution, I have to be serious
I am better than/less than
There is a right/wrong way
There is no choice
My story about the situation is true

Characteristics of Seven Stages of Adult Development

Action-Logic	Impulse Control	Interpersonal	Preoccupation
Alchemical	Construct Aware	Cherishing of Individuality & Patterns	Disturbance, Identities, Meanings
Transforming	Embracing Conflict	Interdependent; Development	Self-fulfilment, Transformation
Redefining	Tolerant, Reflective	Mutual, Collaborative	Individuality, Social Welfare, Stereotypes
Achiever	Self Evaluated Standards, Self Critical	Responsible, Conscientious	Outcomes, Reasons, Motives
Expert	Exceptions/ Appropriate	Appropriate, Control	Mastery, Problems
Diplomat	Respect Rules & Authority	Cooperate, Follow	Appearances, Behaviours
Opportunistic	Reactive, Aggressive	Manipulative, Wary	“Damage Control” Winning

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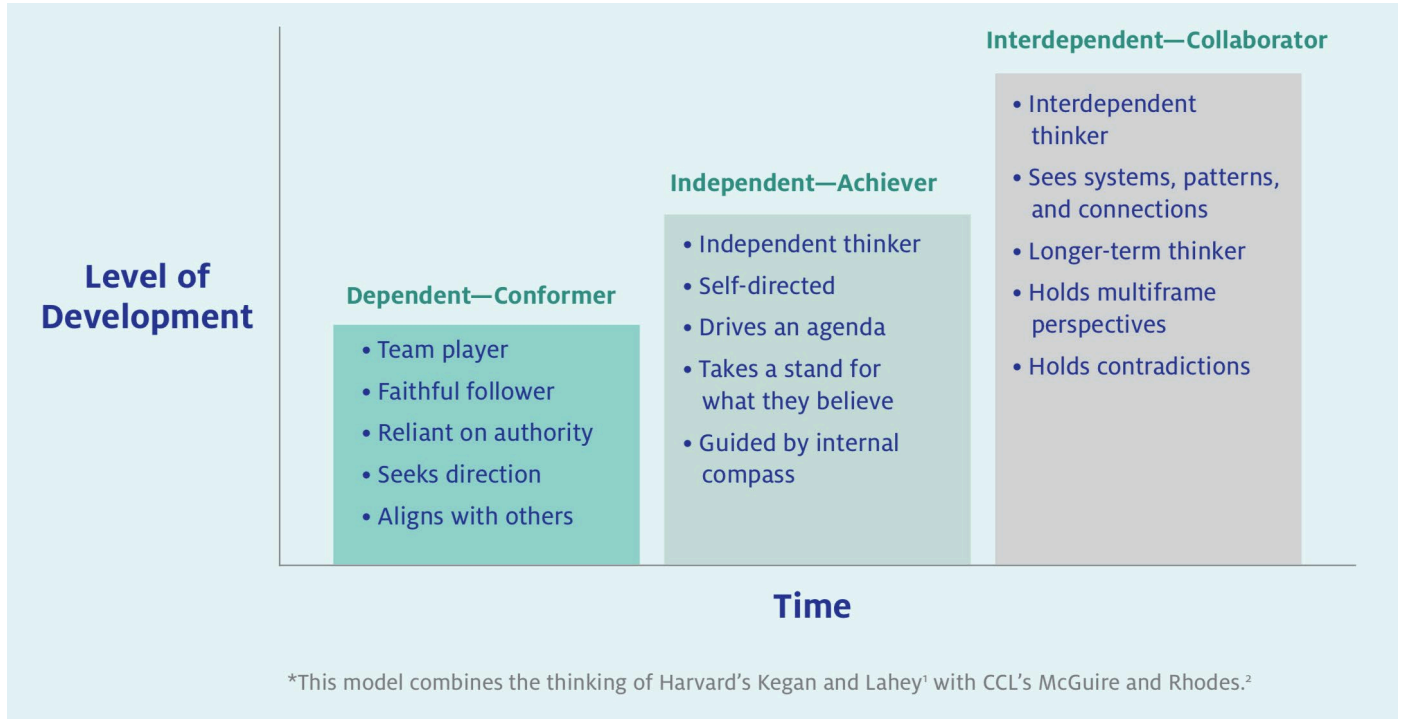
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How do people (and leaders) perceive feedback?

Rank the following seven responses from least mature to most mature.

Welcome feedback (especially if it helps them to achieve their goals and to improve), committed to change behavior and belief in ability to control it	A	
Hold feedback as a natural part of living systems; necessary for learning and change; see it as not fundamentally different from praise, radical acceptance and compassion for one's own and others' humanity	B	
Experience feedback as an attack, provocation; can quickly shift blame or be singularly dismissive, inclination to counter-attack or retaliate	C	
Invite feedback for self-actualization; conflict seen as an inevitable part of viable/multiple relationships, can own one's own contribution to others' experience	D	
View feedback as disapproval or as a reminder of norms, discomfort at being 'shown up', inclined to save face, internal dialogue about intent	E	
Welcome feedback as necessary to uncover hidden aspects of their own behavior, acknowledge own conditioning, interested in diverse perspectives	F	
Take it personally, defend own position; dismiss feedback from those who are not seen as experts in the same field	G	

Three Levels of Adult Development



Nick Petrie, Center for Creative Leadership, “Vertical Leadership Development – Part 1: Developing Leaders for a Complex World”

Competencies	Dependent - Conformer	Independent - Achiever	Interdependent - Collaborator
Strategic Thinking	<ul style="list-style-type: none"> • Short-term view • Tactical tasks • Black and white • Either/or • High need for certainty 	<ul style="list-style-type: none"> • Medium-term view • Sees parts of the system • Sees some patterns and connections 	<ul style="list-style-type: none"> • Long-term view • Sees many shades of gray • Sees many patterns and connections • Accepts uncertainty as the norm
Leading Change	<ul style="list-style-type: none"> • Expects change to come from above • Needs and trusts authority to give direction • High need for certainty 	<ul style="list-style-type: none"> • Has own views about best change • Sees the mechanics of change needed • Success is achievement of individuals and teams 	<ul style="list-style-type: none"> • Change is a collaborative process • Comfortable with ambiguity • Success means realization of a shared vision
Conflict	<ul style="list-style-type: none"> • To be avoided • Authority is in charge • Feels torn by conflict 	<ul style="list-style-type: none"> • Worked out behind closed doors • Produces winners and losers 	<ul style="list-style-type: none"> • Healthy way to gather more views • Something to be encouraged • Increases learning and performance
Leading across Boundaries	<ul style="list-style-type: none"> • Trust allies and people you know • Them versus us • Distrust of outsider 	<ul style="list-style-type: none"> • Able to think from others' perspectives • Horse trades for favors • Focused on success of own silo 	<ul style="list-style-type: none"> • Sees the world through others' perspectives to understand more • Share knowledge across boundaries • Works in partnership with other functions

Nick Petrie, Center for Creative Leadership, "Vertical Leadership Development – Part 1: Developing Leaders for a Complex World"

Greater purpose & success due to sustained balance

Thriving System of Whole & Parts

Positive results of focus on left pole

- Freedom to adapt
- Uniqueness
- Initiative
- Solutions tailored to need
- Faster process
- Team ownership

Positive results of focus on right pole

- Connectedness across whole
- Synergy
- Shared direction & purpose
- Engaging diverse opinions
- Avoid duplication
- Leverage broader expertise
- Equality
- Ownership across organization

Autonomy (Part)

and

Collaboration (Whole)

- Isolation in silos
- Lack of communication & relationships
- Fighting between the parts
- Duplication of efforts
- Inequality
- System optimized for parts, but not for whole

- Lack of freedom
- Slow, bureaucratic processes
- Over-conformity
- Lack of initiative
- Lowest common denominator

Negative results of over-focus on left pole to neglect of the right pole

Negative results of over-focus on right pole to neglect of the left pole

Declining System of Whole & Parts

Failure & deeper fear due to sustained lack of balance

Action Steps

How will we gain or maintain the positive results from a both-and focus on the left pole? What? Who? By when? Measures?

Action Steps

How will we gain or maintain the positive results from a both-and focus on the right pole? What? Who? By when? Measures?

Early Warning Signs

Measurable indicators (things you can count) that let you know you are getting into the downside of the left pole

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Polarity Map Template

Action Steps

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Effective & Efficient Communication

Positive results of focus on left pole

- Our leader(s) are straightforward in sharing where they stand on difficult issues
- Our leader(s) communicate on hard issues
- Our leader(s) are clear about where they stand on issues

Positive results of focus on right pole

- Our leader(s) listen to the points of view of others
- Our leader(s) find tactful ways to communicate difficult issues
- Our leader(s) show flexibility on issues when needed

Candor

and

Diplomacy

- Our leaders(s) communication is one way – his/her/their way
- Our leaders(s) communicate in harsh ways
- Our leaders(s) demonstrate inflexibility when discussing issues

Negative results of over-focus on left pole to neglect of the right pole

- Our leaders(s) openness to other points of view causes confusion
- Our leaders(s) communication avoids dealing with the hard issues directly
- It is hard to know where our leader(s) stand on issues

Negative results of over-focus on right pole to neglect of the left pole

Ineffective & Inefficient Communication

Failure & deeper fear due to sustained lack of balance

Action Steps

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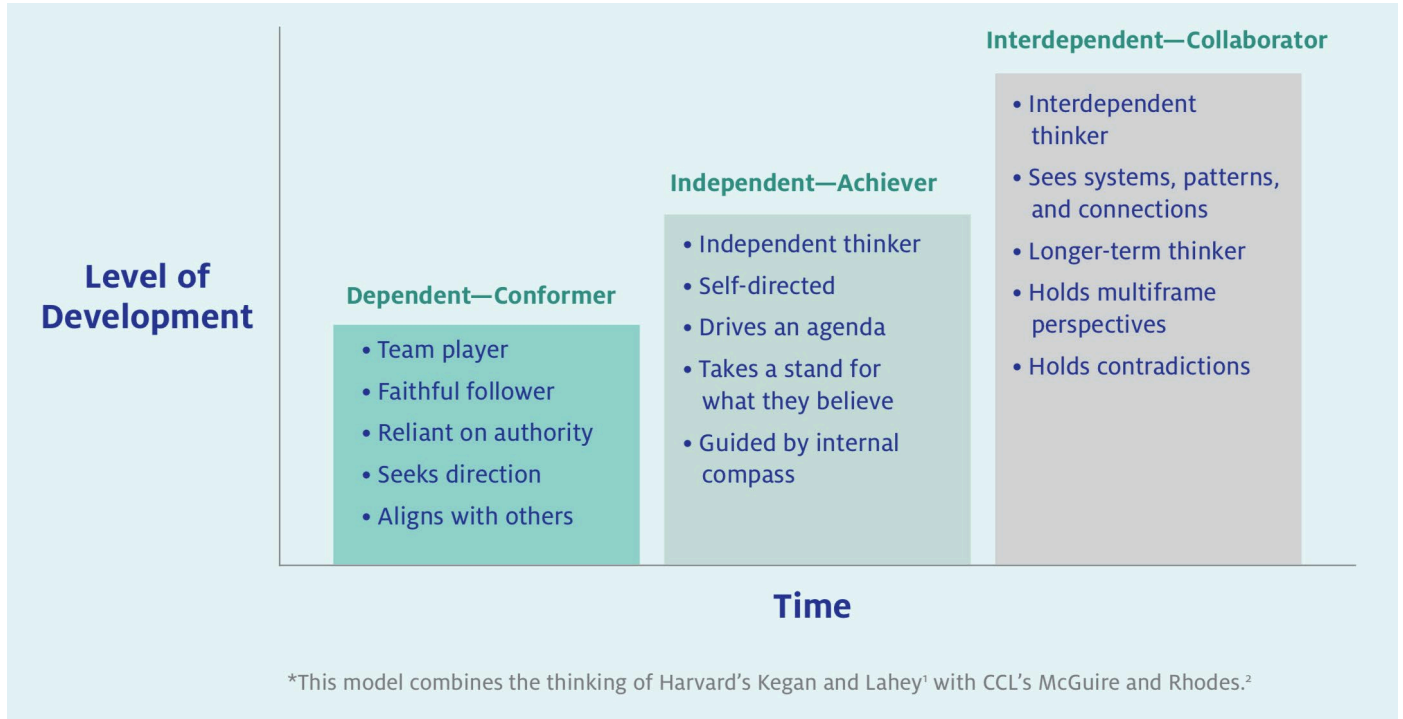
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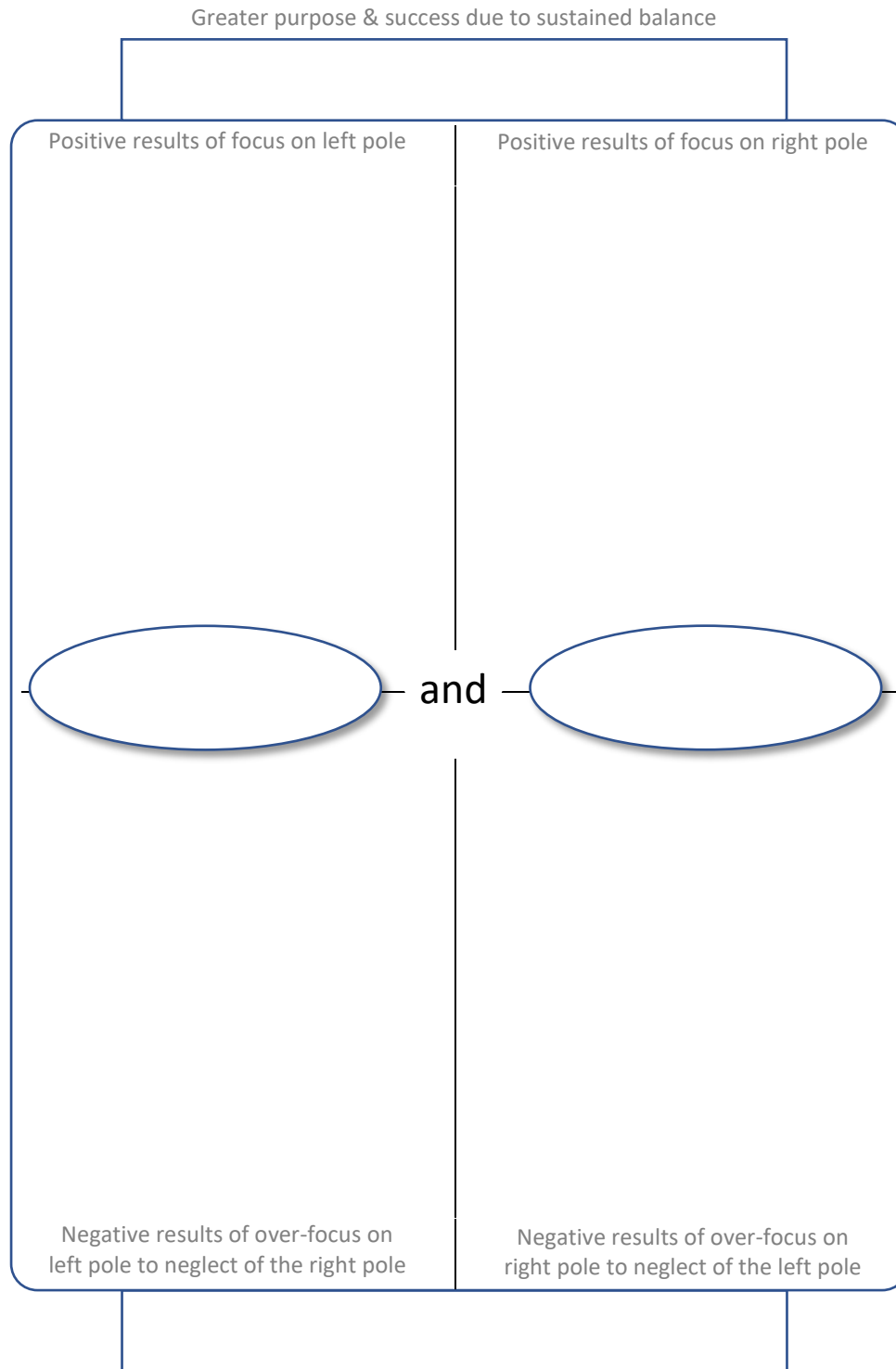
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