



Clear Impact

Simple truths. Consistently applied.

LEADERSHIP TOOLS & RESOURCES: THREE KINDS OF INTELLIGENCE

Note: While I have listed each of these Tools & Resources under one of the three kinds of intelligence, most actually span two or more of the kinds of intelligence.

Self-Awareness & Reflection – These are listed first because they underlie the effective use of all the **Leadership Tools & Resources**.

- **Reflection** – If you want to grow, cultivate a habit of reflection. Leaders are much more likely to continue to develop if—with curiosity and compassion—they question their own actions and assumptions, seek honest feedback, acknowledge and learn from their mistakes, engage in true dialogue, and frequently consider how the environments we co-create contribute to behaviors and events. We encourage all of our leaders to develop daily and weekly structures to ensure reflection, because it is absolutely required for building individual and collective capacity.
- **Integrated Cycles of Learning**: This is the Goal-Plan-Action-Reflection model that is a cornerstone of daily practice for a mindful leader.
- **Mindfulness** – Essentially “reflection-in-the-moment,” mindfulness increases our ability to be present and aware of our underlying motivations, feelings, thoughts and sensations. It allows us to make better choices in the moment that are more aligned with our higher values, as well as to self-correct when we are “caught” in habitual patterns or likely to over-react because we are stressed or “triggered” in some way. Mindfulness practice gives us the ability to better focus and direct our attention, including connecting to self and others, in a way that optimizes responding effectively to life’s challenges.
- **The Enneagram** – In our experience the most powerful tool for understanding self and others; provides insight into our general strategies, filters and blind spots as well as a specific and actionable map for self-development. This helps to illuminate “shadow” – aspects that drive us that lie outside of our awareness.

Cognitive (IQ)

- Ken Wilber's **Four Quadrants Model** – an organizing model for all the Leadership Tools.
- **Levels of Development-in-Action** – A model for understanding the different leadership “operating systems,” the lenses through which they view situations that are sequentially more effective in dealing with complexity, ambiguity, volatility and rapid change. These levels include Conformer, Expert, Achiever and Catalyst.
- **Perspective taking & seeking** – A developing ability to consider, seek out, and coordinate the viewpoints, beliefs, internal states and contextual influences of other individuals and groups. **Perspective taking** is putting yourself into the shoes of another. Especially in situations where you do not agree with them, it includes asking with genuine curiosity and openness why a reasonable person might feel or act this way. **Perspective seeking** is having the same attitude while asking about others' perspectives and underlies effective collaboration.
- **Co-Responsibility**: The Foundation of effective performance dialogues, including how to follow through on performance dialogues so the employee “owns” their performance plans for ongoing effectiveness.
- **Both/and thinking** – A hallmark of post-conventional thinking (Catalyst level and beyond), moving from a tendency to see things as “either/or.”
- **Polarity management** – Polarities are pairs of interdependent positive concepts that appear as opposites, yet both poles are needed for sustainable high performance. This tool strongly supports both/and thinking by identifying polarities where, because of individual and/or contextual bias, one of the poles is over-valued (or **privileged**) and the other is under-valued. It also assists correcting these biases by seeing the impact they have.
- **Heroic Leadership** – Letting go of the belief (both internally and contextually driven) that effective leaders have all the answers, do not need help and should not show vulnerability. In complex, rapidly changing environments, heroic leaders over-control, under-collaborate, under-engage and under-utilize others.
- **Leadership Versatility** – These are two polarities that account for most of leadership effectiveness. The first is **How you lead: Forceful** (providing clarity/parameters, holding others accountable, taking charge) & **Enabling** (delegating, empowering, collaborating, and helping others feel valued). The second is **What you lead: Operational** (driving execution, meeting short-term goals) & **Strategic** (setting direction, being visionary, big picture and long-term focus).

- **Fact + Curiosity and Fact vs. Story** – two related approaches to keeping an open mind and having effective dialogues.
- **Living Systems Perspective** – “The biggest secret in organizations is that people were humans before they were employees” and people are motivated by **meaning, connection** and **growth**.

Emotional (EQ)

- **Practical Neurobiology** – Practical implications of understanding how our brains work, including: (1) Dan Siegel’s idea of the Window of Tolerance, the range of arousal where we’re responsive rather than reactive, also related to Stephen Porges’s Polyvagal Theory, and how to better manage our nervous systems; and (2) the negativity bias, our tendency to pay much more attention to the negative (“Velcro”) than to the positive (“Teflon”); and (3) the critical importance of psychological safety to individual, team and organizational functioning.
- **Internal coherence** – Self-awareness of our internal state (disengaged/flow/frazzle) and how to shift it effectively (e.g. long, slow belly breathing; and reflecting on qualities and things that touch our hearts, because the mind un-cramps when the heart un-cramps).
- **The Wake I Leave** – Awareness of how leaders impact the neurobiology of others, for better or for worse.
- **Leadership Vulnerability** – Understanding that vulnerability is not weakness, that it takes courage and promotes trust. Letting go of “heroic leadership,” acknowledging it’s not possible to have all the answers, willingness to ask for help and to allow “human-ness” to show. This is one of the factors critical for effective collaboration.

Contextual (CQ™)

- **Pond Thinking™** – Looking first for the root cause of behavior outside of people (in the organizational context/culture, etc.). This is contrasted with the **Bad Fish!™** approach of first blaming the people involved in what is perceived as not going well (their skills, attitudes, qualities, etc.)
- **Complexity model (Cynefin)** –The different kinds of thinking and action needed depending on whether a situation is simple, complicated, complex or chaotic. There are four different “problem sets” in the world. We need to first identify which one(s) we are dealing with in order to optimally respond to them.

- **Organizational culture** – Understanding the different levels (macro, sub, and micro-cultures) and how they drive behavior; the qualities of a high-performance culture; and how leaders can have an impact (e.g. **Schein's 12 Steps for Culture Change**).
- **Team development** – including establishing team norms, holding people accountable for their impact on others, and setting up a context in which people are in-it-together for shared goals.
- **Change management** –including William Bridges' work.
- **Levels of Development-in-Action for organizational cultures** – Differentiating Conformer, Expert, Achiever, and Catalyst cultures and what they drive.
- **Leadership Versatility** – Applying that model (previously described) to organizational culture.

Decision-Making Process – integrates all three kinds of intelligence

- **Clear Impact Decision-Making Process** – Structured process for deciding on a workable next step, particularly in complex situations – the steps include being clear on desired outcomes and identifying most important factors to consider. The process integrates many of the Leadership Tools.

Important Content Areas

Note: For all content areas it is important to be aware of the macro-culture and its impact, as well as identifying the unique aspects of the sub-culture of the team you lead and/or the team you report to.

High Performing Teams

- **Context** – identifying the team's aim & purpose, overall strategy, and strengths & challenges to meet the overall purpose.
- **High Performing Teams Checklist.**
- **Stages of Group/Team Development** – understanding the natural stages groups and teams move through in non-sequential ways (Testing/Forming, Control/Storming, Purpose & Task/Norming, and Flow/Performing)
- **Meeting Practices** – separating out strategic, governance, and operational meetings. **Five Paths to Resolve Any Tension** helps to identify which “tensions” are taken to each meeting, and **From Aim to Action** puts these meetings into an overall context.
- **Sociocracy Consent Process** – For efficiently and effectively integrating multiple perspectives and arriving at a workable next step.

- **Rocket Model** – Understanding the distinction between groups and teams; top 10 reasons why groups & teams fail.

Coaching

- **Clear Impact Coaching Model:** Three Checklists (Overall, Forward & Back).
- **Coaching Conversation Model** – the different steps in a coaching dialogue.
- **Being on their side** – the first and most important shift in effectively integrating coaching skills.
- **Coaching with the End in Mind** – a reflective process for optimizing coaching.
- **Powerful questions** – Including those that evoke self-awareness and insight, those that shift brain chemistry (for better or for worse), and that that re-humanize (e.g. Speak the Truth process).
- **Calibrating questions** – Promote reflection and self-awareness.
- **Change management coaching questions** – To help uncover resistance to change.

Change Management

- **Intentional Change Process** – Paying attention to inspiring desired outcomes as well as current reality, thus evoking the power of having a “positive emotional attractor” for change processes.
- **Change Management Checklist.**
- **Four Conditions for Driving Culture Change** – Overview model.
- **William Bridges: The Three Questions** – The essence of change management in three powerful questions.
- **Immunity to Change** – The natural resistance to change, on organizational and individual levels, and how to most effectively address it.

Communication

- **Communication Checklists (Forward & Back)**
- **Feed-forward** – Asking for what could be even more effective in the future.
- **Effective Feedback** – How to give feedback that is clean and helpful.
- **Four-Step Feedback Model** – Giving feedback in a way that honors the co-responsibility leaders have (both individually and contextually) for the performance of their direct reports

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