

SUMMARY OF THE 4 CAPABILITIES

from *In Praise of the Incomplete Leader*

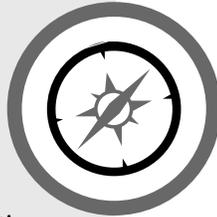
SENSEMAKING

Understanding the context of operation

LEADERSHIP

STRENGTHS INCLUDE:

- Understanding improvement needs many voices
- Clearly mapping out key measures and situation
- Feeling the pulse of the organization
- Understanding the complexities of a changing environment and explaining them to others in simple terms.



STRUGGLES WITH:

- Feels right and that others are often wrong
- Lacks clarity when explaining situation to others
- Feels blindsided by changes in the organization
- Feels resentful when change occurs

Enables leadership capabilities in others

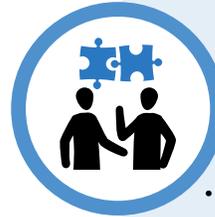
RELATING

Building relationships within and across organizations

LEADERSHIP

STRENGTHS INCLUDE:

- Spending time trying to understand others' ideas
- Encouraging others to voice ideas
- Anticipating concerns by providing context before acting
- Building trust and accountability with others



STRUGGLES WITH:

- Blaming others for failed projects
- Feeling let down or even failed by others
- Stating opinions in ways that cause frustrating or argumentative interactions with others
- Finding many colleagues untrustworthy

VISIONARY

Creating a compelling picture of the future

LEADERSHIP

STRENGTHS INCLUDE:

- Seeing the amazing potential of the project
- Understanding daily to-do's connection to vision
- Exciting others about organizational purpose and/or projects
- Embodying the values and ideas of the organization



STRUGGLES WITH:

- Feeling work is managing an endless series of crises
- Feeling a lack of a larger purpose
- Needing to be motivated about project
- Finding it difficult to keep from cutting corners

Makes things happen through creation, focus, and action

INVENTING

Developing new ways to achieve the vision

LEADERSHIP

STRENGTHS INCLUDE:

- Seeing steps forward to reach vision
- Enjoying the daily work
- Creating bridges to keep work moving forward
- Experimenting with new ideas



STRUGGLES WITH:

- The vision of the organization seeming abstract
- Difficulty relating daily work to the organizational vision
- Noticing dysfunctional gaps
- Reverting to business as usual

LEADERSHIP TEAM WORKSHEET

REFLECTING ON THE 4 CAPABILITIES

from *In Praise of the Incomplete Leader*

1. Define who your team is along with their strengths. Fill out the following for each leader:

TEAM MEMBER NAME	TITLE	WHAT PEOPLE COME TO YOU FOR...	VISIONING	SENSE-MAKING	RELATING	INVENTING
Joe Smith	Principal	Problem solver IT guru	X	X		

2. Have a discussion to identify the following:

- a. What voices in your community are not represented on the team?
How will you include those voices?
- b. Who is not at the table that might have influence across the school?