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

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

Enables leadership capabilities in others

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

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

Makes things happen through creation, focus, and action

Adapted from ***In Praise of the Incomplete Leader*** by Deborah Ancona, Thomas W. Malone, Wanda J. Orlikowski, and Peter M. Senge from the February 2007 Issue of Havard Business Review

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 sover 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?

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