

BSA - Leadership within the Community

- **Intervene skillfully.** The activity of leadership starts with a personal intervention. Nothing happens until someone takes initiative. Making conscious choices about whether, when, and how to intervene most skillfully will help you maximize the likelihood of progress.
- **Make conscious choices.** Most of us react to situations in unconscious, instinctual, or habitual ways. Becoming aware of these tendencies can help us make conscious choices to intervene in different, more effective ways.
 - How do you commonly react (your “default mode”) when faced with leadership challenges?
 - In a given situation, what is the purpose of your intervention?
 - What kind of intervention from you might help make some progress? How would this compare to or contrast with your usual response?
- **Raise the heat.** Leadership challenges, especially those in the civic arena, are filled with potential drama. If done properly, focusing everyone’s attention on the disagreement can help “raise the heat” in a constructive way. What is your default?
 - Do you typically lower the heat, thereby avoiding conflict?
 - Do you raise the heat to a level appropriate for getting the work done?
 - Or do you raise the heat so much that it keeps people from engaging productively with each other?
 - Given your diagnosis of the level of heat in a particular situation, what could you do to raise or lower the heat so some work gets done?
- **Share the work.** Sharing the work lightens everyone’s load.
 - Do you tend to go it alone (Lone Ranger syndrome)?
 - Do you rely on others to exercise leadership?
 - Or do you mobilize others to help do the work? What could you do in a given situation to accomplish this?
- **Hold to purpose.** Clarity of purpose helps to orient and guide interventions.
 - What helps or hinders your capacity to stay attuned to your purpose?
 - In a given situation, what might throw you off from your purpose?
 - How could you reorient yourself to your purpose and “get back on track”?
- **Speak from the heart.** When we communicate our care and concern honestly, we can help to energize others.
 - What makes it easier for you to speak from the heart?
 - What makes it harder for you?
 - In a given situation, how could you share your concerns in a way that also shows respect and appreciation for others?
- **Act experimentally.** There is no certainty about how to make progress on adaptive challenges. This means that one must anticipate the unexpected and be prepared to improvise and experiment.
 - What keeps you from being more experimental in the way you exercise leadership?
 - In a given situation, what experimental interventions might you undertake in order to make progress?

Common Good: LEADERSHIP COMPETENCIES

LEADERSHIP PRINCIPLES:

1. Leadership is an activity, not a position.
2. Anyone can lead, anytime, anywhere.
3. It starts with you and must engage others.
4. Your purpose must be clear.
5. It's risky.

MANAGE SELF

- Know your strengths, vulnerabilities and triggers
- Know the story others tell about you
- Choose among competing values
- Get used to uncertainty and conflict
- Experiment beyond your comfort zone
- Take care of yourself

ENERGIZE OTHERS

- Engage unusual voices
- Work across factions
- Start where they are
- Speak to loss
- Inspire a collective purpose
- Create a trustworthy process

DIAGNOSE SITUATION

- Explore tough interpretations
- Distinguish technical and adaptive work
- Understand the process challenges
- Test multiple interpretations and points-of-view
- Take the temperature
- Identify who needs to do the work

INTERVENE SKILLFULLY

- Make conscious choices
- Raise the heat
- Give the work back
- Hold to purpose
- Speak from the heart
- Act experimentally

Leadership is mobilizing others to do difficult work for the common good. Today, thousands of people are working to exercise the type of leadership described here. Keep this card handy and do the same. Your organization and community will be better off because of it!

Often leadership starts with a question.

Use these questions to stimulate conversation, engage others and move forward.

DIAGNOSE SITUATION

- What's our story about what's going on here?
- What story do we imagine others are telling?
- What aspirations do we have related to this issue?
- What needs to change to reach those aspirations?
- What values might be in conflict here?
- What processes need to be created to address this challenge?
- What factions are involved with this issue? What does each faction value?
- For real change to happen, who has to work on this? Who else?

MANAGE SELF

- What difficult choice or unpopular action might be necessary?
- Among us here, what are our strengths? How are we vulnerable?
- How do we leverage our strengths?
- How do we transform our vulnerabilities into assets?
- What's our part of the mess?
- Are there risks we need to take or hard choices we need to make?

ENERGIZE OTHERS

- How will we build bridges between factions?
- What do our opponents and members of other factions care about?
- What would it look like to "start where they are?"
- Does a collective purpose exist among the factions?
- How can we inspire a collective purpose?
- Who could lose because of our activity?
- How will we speak to that loss?
- What can we do to help everyone trust the process?

INTERVENE SKILLFULLY

- Do we need to raise or lower the heat? Why?
- What is our typical approach to issues like this?
- What new approaches might be necessary?
- What actions or interventions are needed now?
- What would be the purpose of those interventions?
- Do they connect with our larger purpose?
- What is our plan? Who will do what, when?