TRAIL MAP

- THRESHOLD EXERCISE
- SHARE-OUT FROM CONSULTATION PARTNER EXERCISES
- SHARE BRIDGEWORK & DISCUSSION
- LOOK TOWARD JANUARY

VIRTUAL SESSION 1

THRESHOLD EXERCISE

THE SHAPING POWER OF SMALL PRACTICES

POETRY / "Meditation on a Grapefruit"
By Craig Arnold

Meditation on a Grapefruit

BY CRAIG ARNOLD

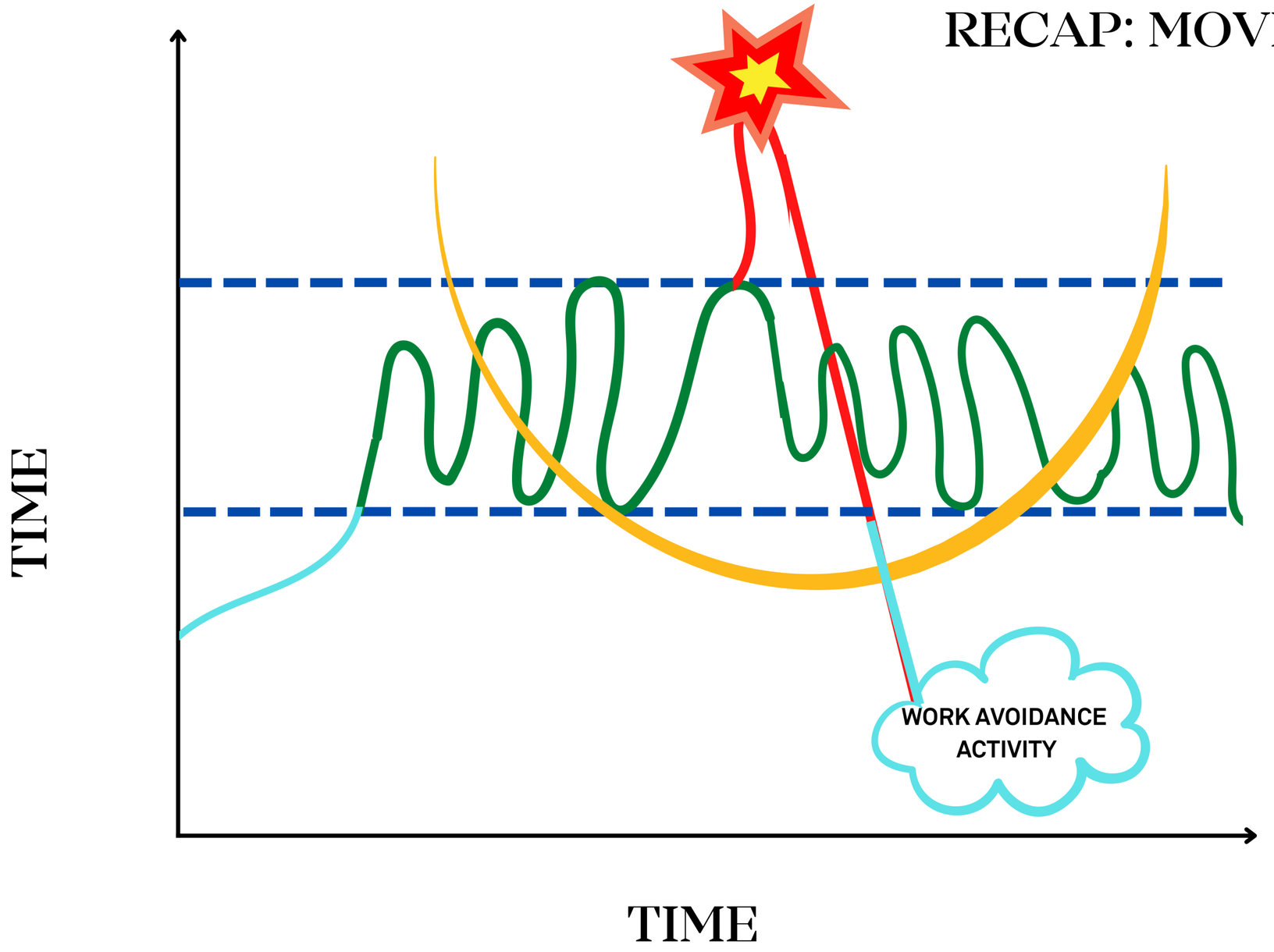
To wake when all is possible
before the agitations of the day
have gripped you
To come to the kitchen
and peel a little basketball
for breakfast
To tear the husk
like cotton padding a cloud of oil
misting out of its pinprick pores
clean and sharp as pepper
To ease
each pale pink section out of its case
so carefully without breaking
a single pearly cell
To slide each piece
into a cold blue china bowl
the juice pooling until the whole
fruit is divided from its skin
and only then to eat
so sweet
a discipline
precisely pointless a devout
involvement of the hands and senses
a pause a little emptiness

each year harder to live within
each year harder to live without

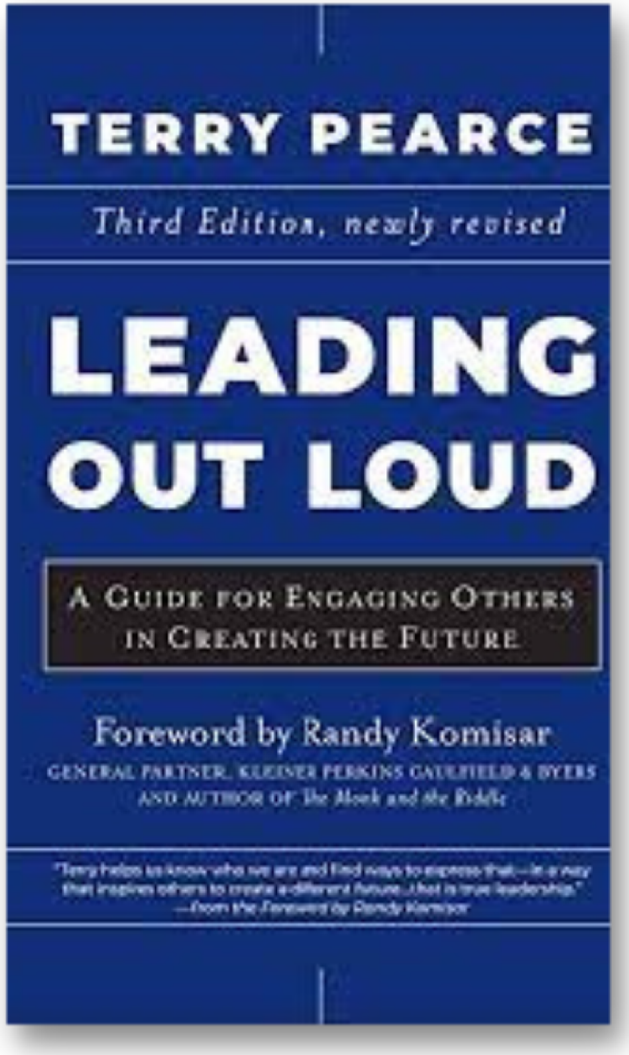
RECAP: CORE TENSIONS IN ADAPTIVE LEADERSHIP

AUTHORITY	LEADERSHIP
Technical Problem	Adaptive Challenge
"VISION"	Deep Purpose
Power	Progress
Personality	Presence

RECAP: MOVING THE WORK



TERRY PEARCE



Framework for Personal Leadership Communication Guide (Page 84)

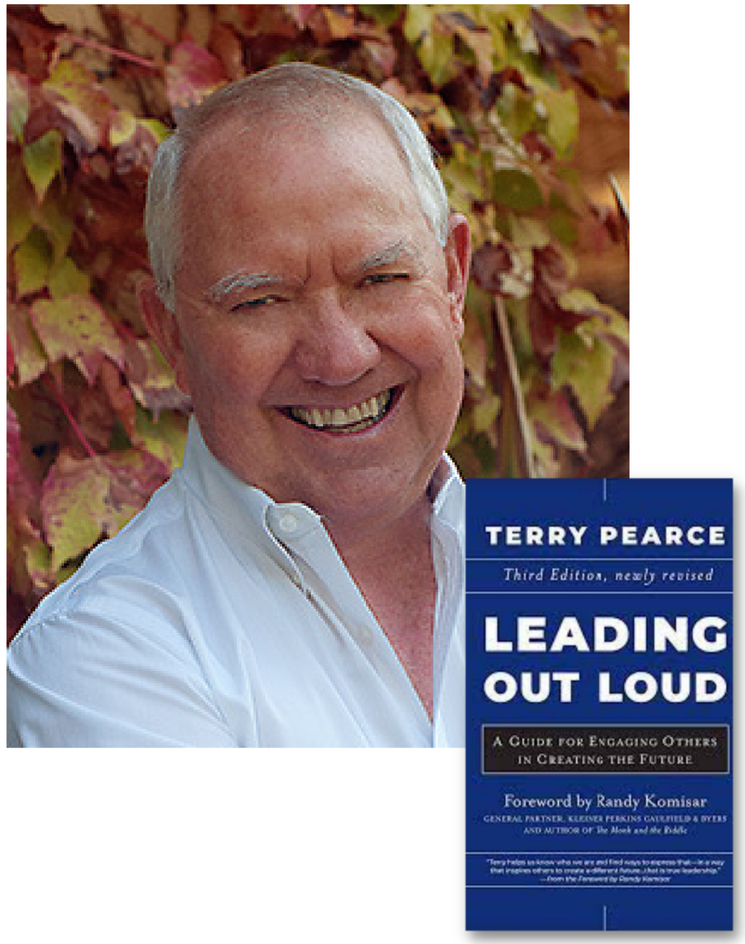
1. Establishing Competence and Building Trustworthiness
    - Competence
        - Clarity of Purpose
            - Problem
            - Specific Change Advocated
            - Evidence of a Compelling Need
            - Broad Implications, Value Represented
        - Credentials and Vulnerabilities
    - Trustworthiness
        - Displaying Empathy
            - Expressing Gratitude
            - Acknowledging Resistance
            - Finding Commonality in Purpose
        - Willingness to be Known
            - Personal Motivation, Personal Value
2. Creating Shared Context
3. Declaring and Describing the Future: An Act of Creation
4. Committing to Action

BRIDGEWORK

Questions to Ask in Establishing Competence and Building Trust Worthiness (Page 112)

- Competence
  - Clarity of Purpose
    - What is the problem?
    - What is the specific change you are proposing?
    - What one piece of evidence shows you and others a compelling need?
    - What value is represented by the change and what are the broad implications?
  - **Credentials and Vulnerabilities**
    - **What work experience, life experience, and education qualify you to lead change in this area?**
    - **What are my vulnerabilities?**
      - **What is it that I don't know?**
      - **What are the areas in which I don't yet have expertise with regard to this issue?**
      - **What help will I need?**
      - **What mistakes might I have made with regard to this issue or with this group that I could acknowledge?**
      - **What obstacles are in this for me personally?**

TERRY PEARCE



A former advisor of global diplomatic initiatives during the Cold War, Terry has produced multiple editions of Leading Out Loud: A Guide For Engaging Others in Creating The Future, a classic of leadership communication. Terry was an Adjunct Professor at The Haas Graduate School of Business, University of California, Berkeley, (retired 2008) and has served as a visiting faculty member at The London Business School for the MBA program and the Sloan Fellowship Programme.

CONSULTATION PARTNER REFLECTION QUESTIONS

Consider what you'd be most likely to say to a close or longtime friend who overhears you talking about your puzzle and pauses to ask you what part feels most exciting to you? What feels most daunting, or scary?

How might you be inclined to respond to a skeptical team member asks you why this puzzle is a priority right now. Why is this more important than [X]?

Imagine you're in a 1:1 conversation with an engaged team member who indicates they are on board with your puzzle objectives but is curious how it aligns with other targets and goals the team is accountable to deliver.

If your child, or a young mentee you're invested in. notices that you seem especially vested in your puzzle and asks what inspired you to pursue this particular line of work. What would you say to them? What feels most important to emphasize about the why of your puzzle?

In 2-3 years one of your most respected mentors raises a glass of (excellent) champagne among a room full of peers to honor your success in this undertaking. What would you want to be said publicly about how you pursued your puzzle and what it achieved?

BRIDGEWORK

Instructions:

Reflect on the unique skills or experience you bring to this particular challenge;
Consider why or how you are personally invested in bringing about this change e.g. why do you care? What stories or experiences from your own life have made it so you care?
Think about any limitations or fears that you are mindful of as you begin to lead others into a change that, by definition, always involves some measure of risk or uncertainty.
Next, in 100 words or less, draft a Statement of Personal Investment (a.k.a. a Credibility Statement) that winsomely articulates:

1. The unique qualifications that situate you to lead this challenge well;
2. a compelling story or example that demonstrates why this change matters to you personally and
3. An honest acknowledgment of a limitation, fear, or other concern that demonstrates you are grounded in reality/are human.

Use the slide template provided. You will share/amend it with others in December.

KRISTIN TORRES MOWAT

Senior Partner + Strategic Networks

Health Velocity Capital

ALLISON WILMARTH KOVAC

Director of Film Production

Cotton Seeds Studios

Chief Creative Officer

Pangolin

BRIDGEWORK

ASSIGNED: Virtual Session - December 15, 2022
DUE: Virtual Session - January 5, 2023

PART 1: REFLECTION AND CONVERSATION WITH CONSULTATION PARTNER

Q1: As you seek to engage others in work on your puzzle with others where are you seeing points of resistance, hesitation, or confusion?

Q2: Given the defining personal moment(s) that have shaped your leadership, identify the value(s) associated to it (e.g. dignifying others, caring for others, being honest, etc). Is this value evident in the puzzle you are working on? If so, where? If not, what values are present and where are they rooted for you?

Q3: To date, are there any instances you can recall when you were able to adequately address articulated concerns and move the work forward? If so, what seemed to help? If not, what questions has that created for you?

BRIDGEWORK

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PART 2: WRITE A STATEMENT OF PURPOSE

Instructions: Drawing on the work you've done to date, as well as any insights from your reflections, draft a Statement of Purpose that presents your puzzle in terms of a change that is needed, and which addresses the following four elements:

- What is the problem?
- What is the specific change you are proposing?
- What one piece of evidence shows you and others a compelling need?
- What value is represented by the change (e.g. fairness, quality, dignity, etc) and what are the broadest implications?

Use the slide template and sample provided to share your Statement with others.

UA Ultimate Authority

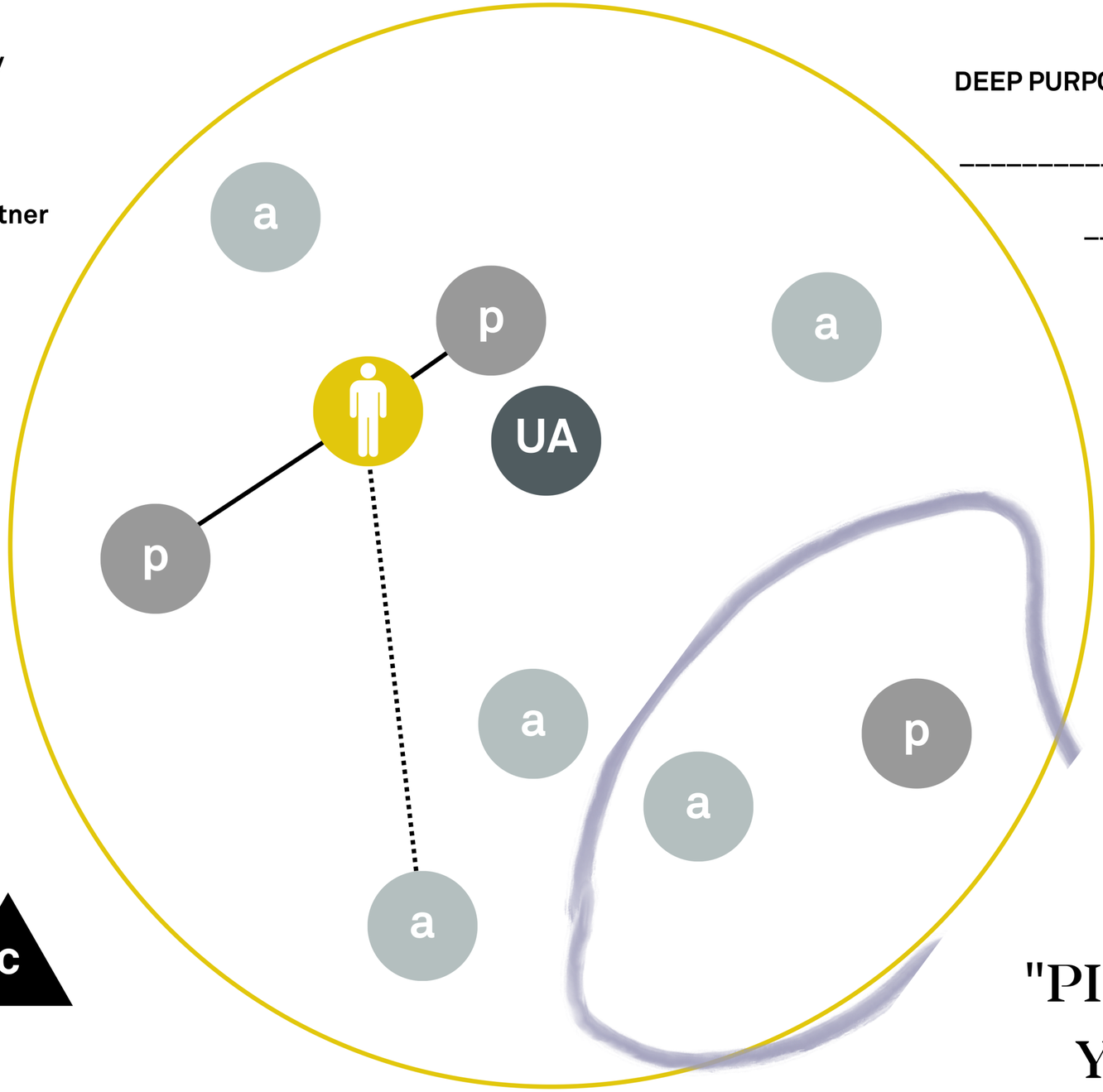
a ally

you

p partner

c confidant

factions



DEEP PURPOSE: _____

_____

_____

PUZZLE:_____

_____

_____

_____

c

"PIZZA MAPPING" YOUR PUZZLE

UPCOMING SESSION

Virtual Session
Thursday, January 5, 2023

Please indicate any conflicts ASAP and we will do our very best to accommodate as needed.

PALLADIUM

Happy Holidays!