

INTRODUCTION

The practice of creative and adaptive leadership requires (among other things) attention to Deep Purpose, Presence, and Imagination. Our next session, CORE LEADERSHIP: UNDERSTANDING YOUR ROLE IN THE STORY, explores how to examine, understand, and use your own story and experience as both an anchor to build credibility and trust with your team and as a catalyst to inspire and drive others toward change.

The bridge between these two sessions attempts to move theory into practice. It invites a focused time of personal introspection that is distilled into a short statement you can use to communicate with others as you begin to move your puzzle forward. The following exercise is adapted from the late influential communications and strategy advisor, Terry Pearce, who specialized in helping some of the world's most influential leaders learn how to communicate about difficult change in winsome and effective ways.

Consider this insight by Pearce who reflects on lessons of leadership he first learned from Yale Professor, William Deresiewicz. In his book "Leading Out Loud" Pearce writes, "Leadership is about more than aptitude, achievement, or excellence... it is the courage and discipline to think things through for ourselves and the moral courage to stand up for what we believe to be right." He goes on to note, "self-knowledge can only be gained through introspection... in taking as much solitude and focus as it takes to discover who we are and what we will stand for. Only then can we decide how to deploy our own character in the world."

there are two parts to this puzzle. Part 1 will be shared in a 30-minutes conversation with your consultation partner BEFORE our meeting on December 1. Part 2 will be presented to the group at our December virtual session. Please be in touch with any questions by reaching out to team@palladiumforum.com

Part 1: Introspection

The following five prompts are for your personal reflection. Most of them will not be shared with anyone so we encourage you to approach these questions with curiosity. There is no right answer, but there is significant value if you can discover an honest one. Honesty is the bedrock of trust.

Trust builds teams. Teams are where change takes root. What can you learn from yourself when you take time to listen and pay attention?

Instructions

- Find a quiet moment and place where you are not likely to be disturbed.
- Take time with each question; imagine specific details to help bring you into each scenario.
- Jot notes as you go or talk out loud (yes, to yourself) so you can see/hear your own thinking.
- Notice any changes in yourself as you naturally adapt and adjust to different situations. What changes in how you see or think about your puzzle? What patterns or consistencies emerge?
- Once you've worked through all of the questions choose the one (or more) that best represents what you learned about yourself or your puzzle through this exercise.
- Be prepared to share about the question you chose and the insights you gained from it when you meet with your 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?

Part 2: Draft a Credibility Narrative

Credibility is an important aspect of leadership. It is especially critical to establish before attempting to lead others through change. It is gained through a unique combination of skill, experience, and perceived authenticity. Perceived authenticity is tricky to pin down, but it works when valid credentials are mixed with a measure of transparency or vulnerability that others can relate to and respect. This exercise invites you to draft an initial statement that identifies and articulates your personal investment in the change you want to advance.

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.