

DEVELOPMENTAL BUILDING BLOCKS

VISION (AS A LEADER / FOR YOUR TEAM):

PHILOSOPHIES/STRATEGIES:

| MY LEADERSHIP VALUE | MY DEFINITION | SIGNFICANCE/ RELATED BELIEFS | RELATED BEHAVIOURS |
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STRUCTURAL CONFLICT: “WHY DON’T I EVER REALIZE MY GOALS?!?!”

- a. Goals erode and change frequently to appease the non-conscious feelings of unworthiness and powerlessness. Rarely accomplishing what you *really* want.
- b. Creating negative goals or conflicts focusing on what you don’t want that you lose sight of what you do want. Rarely accomplishing what you really want. (i.e I don’t want to lose, I don’t want to trip I don’t want to drop the ball, I don’t want to be upset.)
- c. Shear willpower. A willingness to do anything, maniacal focus on the goal, keeping your eyes on the prize and defeating any obstacle so much so everything else outside of the outcome suffers.

“FAILURE IS...A GAP BETWEEN VISION AND CURRENT REALITY. FAILURE IS AN OPPORTUNITY FOR LEARNING – ABOUT INACCURATE PICTURES OF CURRENT REALITY, ABOUT STRATEGIES THAT DIDN’T WORK AS EXPECTED, ABOUT THE CLARITY OF VISION. FAILURES ARE NOT ABOUT UNWORTHINESS OR POWERLESSNESS.” (SENGE, 2006)

GROUP DEVELOPMENT

Orientation

- 👍 Allows for members to sign on or sign out
- 👍 High levels of excitement and anticipation
- 👍 Often a heavy reliance on the leader for direction
- 👍 Beware of forced or negative orientation

Dissatisfaction

- 👍 Inevitable and necessary
- 👍 Often towards authority
- 👍 Can take ownership for dissatisfaction and use the 6 dimensions of self concept to see potential links

Resolution

- 👍 Closes the gap between expectations and reality
- 👍 Group begins to challenge the problem, take ownership and focus on goals
- 👍 Diversity is embraced creating a new level of production

Production

- 👍 Constructive work and competition
- 👍 Renewed anticipation and excitement (similar to that of orientation)
- 👍 Members have increased willingness to own the task and development
- 👍 Can re-cycle through dissatisfaction → resolution → production until termination

Termination

- 👍 Extremely important in managing change and transition
 - Change* is external, physical and situational
 - Transition* is emotional, needing processing/closure of what was or perceived as lost
- 👍 Can be the difference between a good and a bad experience
- 👍 Allows for learning, growth and development (processes that cannot be as effective without appropriate closure)

CONSEQUENCES OF LOW SELF-ESTEEM

(HOW I FEEL ABOUT HOW I SEE MYSELF)

Self-esteem is “the bottom line”. If I do not feel good about myself and I am not aware of it I do such things as:

- x Blame other people or circumstances for my bad feeling.
- x Act rushed as a way of hiding my feelings of incompetence, implying “of course I could do better if only I had time”.
- x Act furious with myself when I miss a shot in a waterpolo game as if to tell observers, “I usually hit shots like that,” when, in fact, I have never hit a shot like that in my life.
- x Be harsh and demanding so I can attribute my lack of popularity to “dedication to the job”.
- x Not listen to you for fear of hearing criticism so I interrupt often and distort what you say in order to protect myself.

CONSEQUENCES OF HIGH SELF-ESTEEM

When I feel good about myself:

- ✓ I take risks with confidence. I am neither foolhardy nor overly cautious.
- ✓ I am not shattered by lack of support or not being liked. I keep on being who I am, confident and likable.
- ✓ I follow directions without resentment. I give directions without guilt or fear of retaliation.
- ✓ I accept criticism and make constructive use of it.
- ✓ I speak directly and honestly to people with whom I have a problem, instead of talking behind their backs.
- ✓ I listen to what people say and also observe the feelings behind their words.

Material Adapted from Implicit Career Services Incorporated

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"If we all did the things we are capable of doing, we would literally astound ourselves."
- Thomas Edison

REFERENCES & RECOMMENDED READING

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