Four Elements of Collaborative Leadership

**Awareness**
Developing Awareness helps us work from multiple levels of insight about what’s going on inside ourselves, with others, and in larger systems.

**Key Questions**
- What’s happening in the larger context of our work together?
- What’s happening with other stakeholders, both cognitively and emotionally?
- How are my internal dynamics impacting others?

**Key Outcome**
I am aware of what’s happening at multiple levels of the system, from inside myself to the larger context, so I can choose where, when, and how to intervene.

**Practices**
- Scanning at Multiple Levels
- System Mapping/Interviews
- Soliciting Feedback
- Meditation

**Barriers**
- Desensitization, lack of inquiry, lack of empathy
- Reactively deflecting a message, concern or feedback, to avoid having to engage
- Habitual internal biases and narratives that create blind spots

**Intention**
Clarifying Intention helps us act with congruence and integrity toward the ultimate desired future state for ourselves and others.

**Key Questions**
- What action or response will serve the greater good for moving our work forward?
- Given what I know about my role in this work, how can I make the biggest difference?
  - What do I want?
  - What do we need?

**Key Outcome**
Based on my awareness, I am clear about how to connect my own analysis, interests, and priorities with the needs of others and the larger system.

**Practices**
- Grounding & Centering Practices
- Connecting to the Greater Purpose of the Work

**Barriers**
- Introjecting biases, beliefs, and assumptions from significant others without question
- Avoiding conflict or being confluent with others in order to “get along”

**Choice**
Identifying Choices involves seeing “choice points” rather than reacting out of habit, bias, or fear to what’s happening around us.

**Key Questions**
- What implicit assumptions are we, and I, making about this situation?
- Where are the intervention points to shift the system?
- At which level of system should we intervene?
- What is the range of options?

**Key Outcome**
In any given situation, I am “at choice” and able to create pathways and options to move forward, even through seemingly immovable barriers.

**Practices**
- Noticing and Interrupting Habituated Responses
- Identifying Attribution of My Choices to Others

**Barriers**
- Projecting responsibility onto others
- Making the analysis and/or options overly complex
- Framing a decision in black-and-white or pass-fail terms

**Courage**
Cultivating Courage helps us “take the leap” when we need to lead ourselves and others through uncertainty, which builds courage for all.

**Key Questions**
- What’s the worst possible outcome if I do nothing?
- What’s the best possible outcome if I do act to change this situation?
- If I don’t act to change this situation, who else will?
- What am I willing to risk?

**Key Outcome**
I am willing and able to take risks with myself and in my relationships with others in service of the greater shared purpose of our work.

**Practices**
- Practicing Vulnerability
- Building Support Systems
- Working from the Gut
- Grounding Practices

**Barriers**
- Acting solely based on rationale analysis to the neglect of heart, soul, and gut
- A lack of willingness to take risks because I’m trying to appear perfect or in control
- Avoiding risk because I’m “in control” or I fear rejection