

## Awareness-based 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 a support system
  - 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, or because I fear rejection