



NAME

LEADERSHIP CHALLENGE

THINK OF THIS AS THE PLAY BOOK FOR YOUR LEADERSHIP VENTURE.

Creating stronger, healthier, more prosperous communities is challenging and takes tremendous leadership. This Play Book is designed to help you diagnose, plan and manage your leadership activity related to a specific challenge or opportunity facing your organization, community or state. It's not a theoretical guide, but an actual guide. It's not a magic bullet, but a companion. Use it and you, your community, and Kansas will be better off because of it.

A handwritten signature in black ink, reading "Ed O'Malley". The signature is fluid and cursive, with a prominent "E" and "M".

ED O'MALLEY
President and CEO
Kansas Leadership Center

USING YOUR CIVIC LEADERSHIP PLAY BOOK

- This is a workbook. Write in it. Scribble in the margins. Cross things out. It's yours. Let it get messy.
- Some people like to work straight through their Play Book from beginning to end. Others skim through it quickly focusing on the pages that matter most. Whatever your style, keep a running log of your leadership experiments on pages 56-59 of this Play Book.
- Start a separate Play Book for each of your leadership challenges. Additional copies are available at www.kansasleadershipcenter.org/participant-resources.
- You may be working through your Play Book as part of a Kansas Leadership Center program, starting a second or third one on your own, or using it as a part of your Community Leadership Program. Whatever your circumstances, we are here to help and answer your questions. To get in touch with a member of the KLC team, please visit www.kansasleadershipcenter.org and click "contact us."
- Consider enlisting a friend or ally to support you as you complete your Play Book. A confidential conversation every couple of weeks provides valuable perspective and accountability.
- Have fun. Remember, there will be setbacks. Leadership can be difficult. Progress takes time. Achieving the change you desire for your community or organization is worth the effort.

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ACKNOWLEDGMENTS

The KLC Theory, Principles and Competencies were born out of intense listening to Kansans and have been refined by our faculty, advisors, participants and alumni. The adaptive challenge versus technical problem framework — developed by our colleagues at Harvard’s Kennedy School of Government and Cambridge Leadership Associates, Marty Linsky and Ron Heifetz — was adopted as a framework for understanding the nature of deep, daunting civic challenges. We are grateful for Marty and Ron’s involvement with The KLC and the development of these ideas.

The *Energize Others* section of this Play Book draws on the work of David Chrislip and his book, *The Collaborative Leadership Fieldbook: A Guide for Citizens and Civic Leaders*, 2002. We appreciate David’s ongoing contributions to The KLC. We thank Greg Meissen for his significant work on the first edition of the Play Book. Dozens of KLC faculty, staff, coaches and affiliates have helped develop the ideas and exercises included here. We thank them all for their creativity and dedication to the mission of The KLC.

DIAGNOSE SITUATION

A problem
well stated
is a problem
half solved.

CHARLES KETTERING

ADAPTIVE CHALLENGES AND TECHNICAL PROBLEMS

We can't solve problems by using the same kind of thinking we used when we created them.

ALBERT EINSTEIN

Your issue is complex. So don't make the mistake of treating an adaptive challenge as if it were solely a technical problem.

Most leadership challenges have adaptive and technical elements.

Technical problems are usually clearly defined and have ready solutions that can be implemented by authority figures or experts. Adaptive challenges are dramatically different. They require us to learn new ways of operating. Progress is made when stakeholders, not simply authority figures, take action. Adaptive challenges almost always involve some sort of loss.

Using the chart on the following page, begin to identify and understand both adaptive and technical aspects of your leadership challenge.

OBSERVATIONS, INTERPRETATIONS, POSSIBLE EXPERIMENTS

WHAT KIND OF WORK IS IT? ----->

Technical elements

Expertise or information needed

Adaptive elements

What do we need to learn or change?

How might we get this done? Who could help?

What challenges might we face?

How might we work together? What process should we use?

What challenges might we face?

IDENTIFY FACTIONS AND WHAT THEY CARE ABOUT

Factions are stakeholder groups or individual major players who are involved in or affected by your issue. To make progress, it is important to consider where others stand on the issue. If you hope to engage and energize others, you must start where they are, anticipate and speak to their potential losses, and find connecting interests.

Create a faction map using the diagram on the next page. Take time to identify what each faction values (why they care about this issue), what interests they may share with you, and what losses each faction might experience as you attempt to make progress on your leadership challenge. Then, on a scale from 1 to 10 (with 10 being the highest), rate the degree to which each faction cares about your issue and the degree to which you need that faction to make progress.

When you've completed your faction map, ask yourself: Which 2 or 3 factions require my attention most? Would framing my challenge more broadly help engage more people?

OBSERVATIONS, INTERPRETATIONS, POSSIBLE EXPERIMENTS

FACTION MAP

FACTION: _____

WHY THEY CARE: _____

CONNECTING INTERESTS: _____

LOSSES: _____

Degree to which they care about my issue (1 to 10)

Degree to which I need them to make progress (1 to 10)

FACTION: _____

WHY THEY CARE: _____

CONNECTING INTERESTS: _____

LOSSES: _____

Degree to which they care about my issue (1 to 10)

Degree to which I need them to make progress (1 to 10)

FACTION: _____

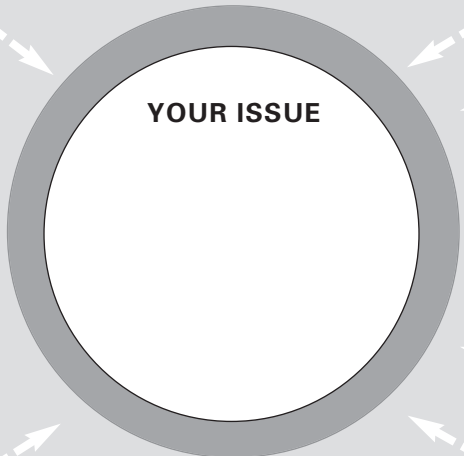
WHY THEY CARE: _____

CONNECTING INTERESTS: _____

LOSSES: _____

Degree to which they care about my issue (1 to 10)

Degree to which I need them to make progress (1 to 10)



FACTION: _____

WHY THEY CARE: _____

CONNECTING INTERESTS: _____

LOSSES: _____

Degree to which they care about my issue (1 to 10)

Degree to which I need them to make progress (1 to 10)

FACTION: _____

WHY THEY CARE: _____

CONNECTING INTERESTS: _____

LOSSES: _____

Degree to which they care about my issue (1 to 10)

Degree to which I need them to make progress (1 to 10)

FACTION: _____
WHY THEY CARE: _____
CONNECTING INTERESTS: _____

LOSSES: _____

Degree to which they care about my issue (1 to 10)

Degree to which I need them to make progress (1 to 10)

FACTION: _____
WHY THEY CARE: _____
CONNECTING INTERESTS: _____

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WHY THEY CARE: _____
CONNECTING INTERESTS: _____

LOSSES: _____

Degree to which they care about my issue (1 to 10)

Degree to which I need them to make progress (1 to 10)

TAKE THE TEMPERATURE

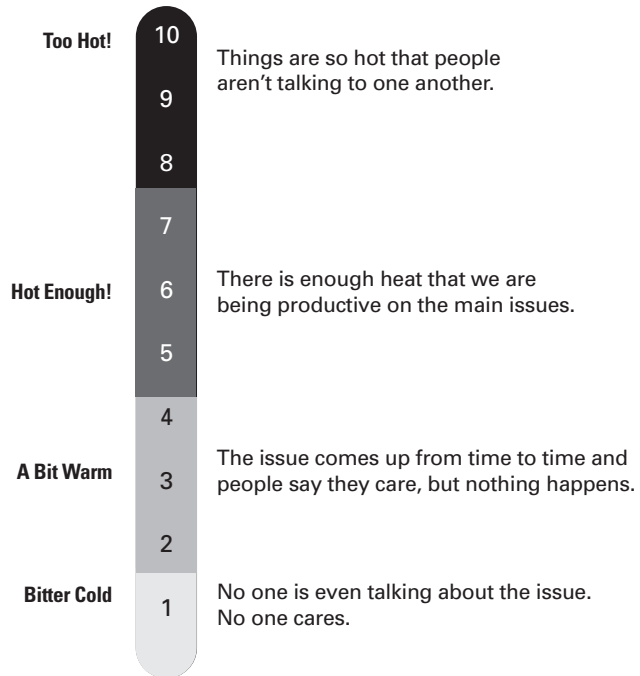
Conflict is the beginning of consciousness.

MARY ESTHER HARDING

If you are trying to find the underlying, adaptive elements of your leadership challenge, look for the conflict. Could it be that someone's values are being threatened? If the heat is high, you are probably looking at an adaptive challenge.

OBSERVATIONS, INTERPRETATIONS, POSSIBLE EXPERIMENTS

Circle a number below to indicate the current temperature of your leadership challenge.



Does the temperature vary among the different factions?

What data or evidence did you use to rate the heat?

WHERE IS THE RISK?

Take risks: If it works, much will be accomplished; if it doesn't, you will be wise.

AUTHOR UNKNOWN

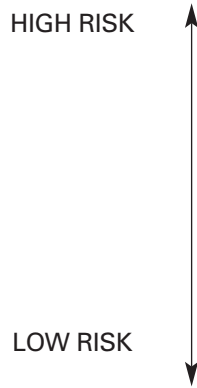
Sometimes the road less traveled is less traveled for a reason.

JERRY SEINFELD

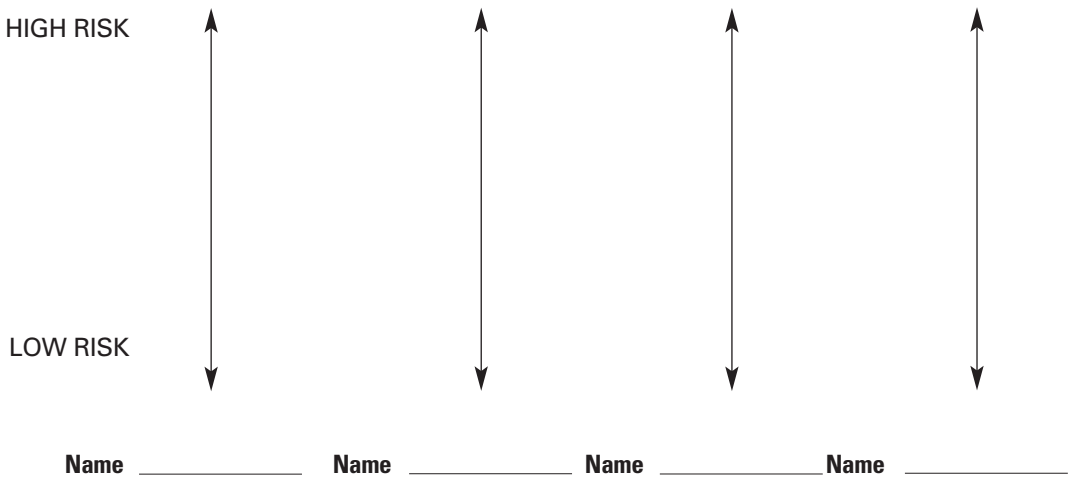
Leadership is inherently risky. You are trying to change things. People stand to lose, and they won't like it. Be smart. Stay aware of your risks and the risks you are asking others to take.

OBSERVATIONS, INTERPRETATIONS, POSSIBLE EXPERIMENTS

Mark on the arrow how risky this leadership challenge is for you.



How risky is it for other key players?



TESTING INTERPRETATIONS

The more interpretations we gather, the easier it becomes to gain a sense of the whole.

MARGARET WHEATLEY

It's a leadership challenge to hold multiple interpretations of your situation.

Most people jump to technical and benign interpretations. If you wish to lead, explore interpretations that are more adaptive, conflictual, and system oriented. *In other words*, don't shy away from tough or uncomfortable interpretations.

As you fill out the chart on the opposite page, ask yourself: Which interpretations are predominant among which factions?

OBSERVATIONS, INTERPRETATIONS, POSSIBLE EXPERIMENTS

Use this chart to begin thinking about the different types of work involved in your leadership challenge.

<p>TECHNICAL INTERPRETATIONS What are technical interpretations related to your challenge?</p>	<p>ADAPTIVE INTERPRETATIONS What are adaptive interpretations related to your challenge?</p>

UNDERSTAND THE PROCESS CHALLENGES

It's hard to make a difference when everyone is tangled up in the rigging of procedural formality and blanketed in fog.

ROBERTA'S RULES OF ORDER

Adaptive challenges are often more about process than content. Think more about how you are going to go about making progress than about making the best argument.

Content challenges include getting and interpreting accurate information, finding policies or model projects that have worked in other communities, or hiring the right expert.

Process challenges relate to how you and others work together. Does everyone have the same good information? Are there hidden issues that get in the way of progress? Have the group members had the chance to understand how much they agree or disagree?

Use the chart on the opposite page to identify the process challenges related to your issue. Then rate those challenges on a "1" to "10" scale with "10" being "high priority" for the success of your leadership challenge and "1" being "little or no priority."

Areas you rated highest likely point to where your leadership is needed most.

OBSERVATIONS, INTERPRETATIONS, POSSIBLE EXPERIMENTS

MANAGE SELF

The first
and best
victory is to
conquer self.

PLATO

LEVERAGE YOUR STRENGTHS AND ADDRESS YOUR VULNERABILITIES

*All my life, I always wanted to be somebody.
Now I see that I should have been more specific.*

JANE WAGNER

To lead effectively in civic life you need to know and manage yourself. Be aware of your default reactions. Know your triggers. Challenge your own assumptions about your strengths and weaknesses. Get to know the story others are telling about you and your issue. Expand your repertoire of possible responses.

Using the diagram on the next page, think about how you see yourself and how others see you in relation to your issue. Use the center section to reflect on how *you* perceive your role in the situation. Then jot down the names of key factions, considering your strengths and vulnerabilities with each. Think carefully about the story each faction is telling about you and your leadership.

Consider possible experiments to discover more about how you are perceived by people who have a stake in your challenge.

OBSERVATIONS, INTERPRETATIONS, POSSIBLE EXPERIMENTS

DIAGNOSE YOURSELF 

Faction: _____
My strengths with this faction: _____

Vulnerabilities: _____

Triggers: _____

Story they are telling about me: _____

Faction: _____
My strengths with this faction: _____

Vulnerabilities: _____

Triggers: _____

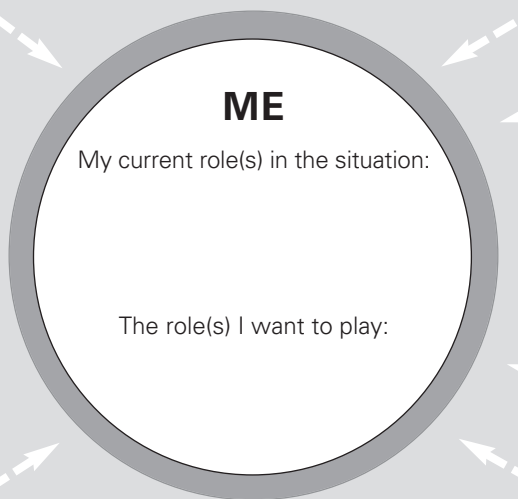
Story they are telling about me: _____

Faction: _____
My strengths with this faction: _____

Vulnerabilities: _____

Triggers: _____

Story they are telling about me: _____



Faction: _____
My strengths with this faction: _____

Vulnerabilities: _____

Triggers: _____

Story they are telling about me: _____

Faction: _____
My strengths with this faction: _____

Vulnerabilities: _____

Triggers: _____

Story they are telling about me: _____

Faction: _____
My strengths with this faction: _____

Vulnerabilities: _____

Triggers: _____

Story they are telling about me: _____

Faction: _____
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Vulnerabilities: _____

Triggers: _____

Story they are telling about me: _____

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Vulnerabilities: _____

Triggers: _____

Story they are telling about me: _____

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Triggers: _____

Story they are telling about me: _____

Faction: _____
My strengths with this faction: _____

Vulnerabilities: _____

Triggers: _____

Story they are telling about me: _____

Faction: _____
My strengths with this faction: _____

Vulnerabilities: _____

Triggers: _____

Story they are telling about me: _____

EXPERIMENT BEYOND YOUR COMFORT ZONE

*The self is not something ready-made,
but something in continuous formation through choice of action.*

JOHN DEWEY

If you believe your good reviews, you have to believe your bad ones.

ANONYMOUS

To make progress on your leadership challenge, you sometimes have to intervene in ways, or take on roles, that feel uncomfortable or inconsistent with who you really are. Whatever you do, beware of criticism or flattery that could divert you from the difficult work at hand. Stay focused on deploying yourself effectively to help the group make progress.

Complete the table on the opposite page, asking yourself: What makes it worth the effort to work outside my comfort zone?

OBSERVATIONS, INTERPRETATIONS, POSSIBLE EXPERIMENTS

List roles or types of interventions necessary to make progress on your challenge. Then rate your level of comfort with each.

ROLE OR INTERVENTION	IN OR OUT OF YOUR COMFORT ZONE?									
	Perfectly comfortable			On the edge				Way outside the zone		
	10	9	8	7	6	5	4	3	2	1
ROLE OR INTERVENTION	IN OR OUT OF YOUR COMFORT ZONE?									
	Perfectly comfortable			On the edge				Way outside the zone		
	10	9	8	7	6	5	4	3	2	1
ROLE OR INTERVENTION	IN OR OUT OF YOUR COMFORT ZONE?									
	Perfectly comfortable			On the edge				Way outside the zone		
	10	9	8	7	6	5	4	3	2	1
ROLE OR INTERVENTION	IN OR OUT OF YOUR COMFORT ZONE?									
	Perfectly comfortable			On the edge				Way outside the zone		
	10	9	8	7	6	5	4	3	2	1
ROLE OR INTERVENTION	IN OR OUT OF YOUR COMFORT ZONE?									
	Perfectly comfortable			On the edge				Way outside the zone		
	10	9	8	7	6	5	4	3	2	1
ROLE OR INTERVENTION	IN OR OUT OF YOUR COMFORT ZONE?									
	Perfectly comfortable			On the edge				Way outside the zone		
	10	9	8	7	6	5	4	3	2	1

CHOOSE AMONG YOUR OWN COMPETING VALUES

Courage is tiny pieces of fear all glued together.

TERRI GUILLEMETS

You are a complex creature. Values and commitments compete for your time and attention every day. Consider, for example, the push and pull between "efficiency" and "inclusiveness," or "being liked" versus "making hard choices based on current realities." If you want to make progress on your leadership challenge, you must choose among your own competing values.

Complete the table on page 31, identifying your competing values and evaluating their impact on your ability to manage yourself. Use your insights to help assess risk and mitigate the loss associated with choosing one value over another.

Be honest with yourself here. Don't be afraid to name values that are embarrassing or ignoble. Remember, no one needs to see this Play Book but *you*.

OBSERVATIONS, INTERPRETATIONS, POSSIBLE EXPERIMENTS

Value 1	Value 2	Describe the impact of these competing values on your thinking and behavior.

How might you begin to work past these competing values to exercise leadership more skillfully?

TAKE CARE OF YOURSELF

It's not the load that breaks you down; it's the way you carry it.

LENA HORNE

As you engage others in difficult work, pay attention to maintaining your own energy and enthusiasm. Take time to renew yourself. Call on friends and colleagues for support. Be purposeful about taking care of yourself for the long haul.

How do you know when your energy is waning?

What activities, practices and places revitalize you?

Whom can you call on for support when you need it?

How might you create time or space to take care of yourself?

OBSERVATIONS, INTERPRETATIONS, POSSIBLE EXPERIMENTS

**ENERGIZE
OTHERS**

There are
two ways
of spreading
light: to be
the candle
or the mirror
that reflects it.

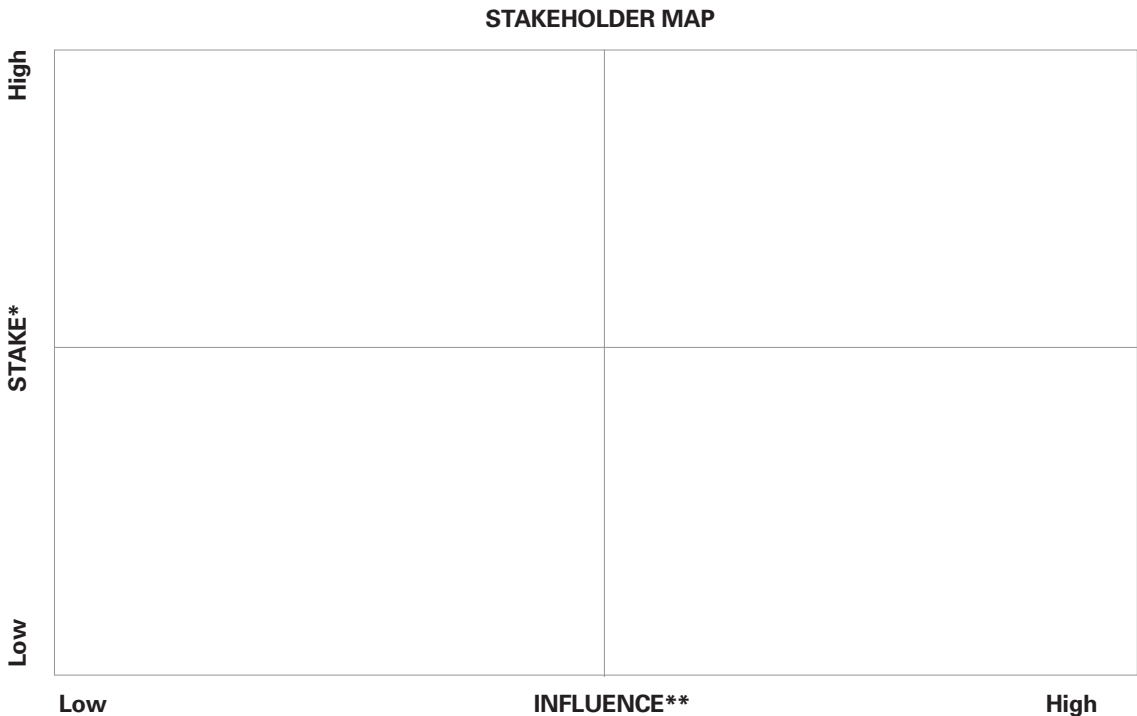
EDITH WHARTON

ENGAGE UNUSUAL VOICES

Too often those involved in a civic challenge are the “usual voices,” individuals with considerable influence with a vested interest in the status quo. One way to energize a group is to engage unusual voices, people who have a stake in the issue but do not have formal authority.

Using the stakeholder map below, **think about those currently involved in your issue** and place them in the quadrant that best characterizes their level of influence and their interest or “stake” in the issue.

Those in the high stake and high influence quadrant (upper right) are typically the “usual voices,” and those in the high stake and low influence quadrant (upper left) are the “unusual voices.”



* Stake = A person’s interest in the issue; how little or how much it affects him/her.
** Influence = Tends to be perceived as synonymous with a person’s position in a hierarchy.

List below additional persons or groups to include in the high stake and low influence quadrant.

Where would you place yourself in the stakeholder map and why?

Review your lists of "unusual voices" above and in the upper-left quadrant of your stakeholder map. How might you engage these people so that they influence the outcome of your leadership challenge?

OBSERVATIONS, INTERPRETATIONS, POSSIBLE EXPERIMENTS

WORKING ACROSS FACTIONS: START WHERE THEY ARE AND SPEAK TO THEIR LOSS

*"We must do something" always solves
more problems than "Something must be done."*

AUTHOR UNKNOWN

On pages 12 and 13 you identified the factions involved in your issue. Now, think about how to energize members of those factions by *meeting people where they are* on your issue, rather than *where you are*.

Always remember to acknowledge their possible losses.

OBSERVATIONS, INTERPRETATIONS, POSSIBLE EXPERIMENTS

Faction	What's their point of view?	Their possible losses?

INSPIRE A COLLECTIVE PURPOSE

I say to you today, my friends, that in spite of the difficulties and frustrations of the moment, I still have a dream.

DR. MARTIN LUTHER KING, JR.

Pause for a moment and take a few notes about your purpose for engaging with this leadership challenge. What inspires you? Why do you care?

Now, use the chart on the opposite page to generate insights about other factions' needs and interests. Why are they involved (or not involved)? What's driving their support, opposition or apathy? How might you begin to develop connections between their interests and yours?

OBSERVATIONS, INTERPRETATIONS, POSSIBLE EXPERIMENTS

Faction	Your hypotheses about their needs and interests	Connections between their interests and yours

CREATE A TRUSTWORTHY PROCESS

If you keep rephrasing the question, it gradually becomes the answer.

ROBERT BRAULT

Energizing others is not about gaining a majority. It's about engaging enough people across different factions in a trustworthy process. Find the balance between asking too much of people and not asking enough. Most often, you'll underestimate how much you can ask of other people.

On a scale of 1 to 10 rate your level of agreement.	1 - Strongly Disagree 10 - Strongly Agree	Why?
There is an atmosphere of trust among those involved.		
Those involved have a shared purpose.		
Those involved equally share the risks in our work together.		
There is an atmosphere of "what can we learn together?"		
Conflict is handled openly.		
We have some agreed upon next steps to move us forward.		
We've named and addressed any "us vs. them" dynamics among the group.		
There are no "unspokens" getting in the way of progress.		

What can you do to enhance the trustworthiness of the process?

What are others currently being asked to do?	What are additional things they could be asked to do?

**INTERVENE
SKILLFULLY**

To dare
is to lose
one's footing
momentarily.
Not to dare
is to lose
oneself.

SOREN KIERKEGAARD

RAISE THE HEAT

If you really want to make progress, eventually you'll need to raise the heat. Review your take on the temperature from page 15 and your faction map on pages 12 and 13. You might also want to glance back at the process challenges you listed on page 21 of your Play Book.

List possible ways you could raise the heat with the factions involved with your leadership challenge.	What faction(s) will be impacted if you raise the heat?

 OBSERVATIONS, INTERPRETATIONS, POSSIBLE EXPERIMENTS

Who else could help you raise the heat in this way?	How risky, on a scale of 1 to 10, would this be for you?
	1 - No added risk 10 - Great risk
	1 - No added risk 10 - Great risk
	1 - No added risk 10 - Great risk
	1 - No added risk 10 - Great risk
	1 - No added risk 10 - Great risk

HOLD TO PURPOSE

*You may write me down in history
With your bitter, twisted lies,
You may trod me in the very dirt
But still, like dust, I'll rise.*

MAYA ANGELOU

Maintain your focus on what you want to accomplish. The more provocative your vision, the more others will try to distract you. Don't let them.

Using the diagram on the opposite page, mark an "X" where you think an impartial observer of your time, habits and behaviors would rate how well you are holding to your purpose.

What evidence would they see to justify the ranking?

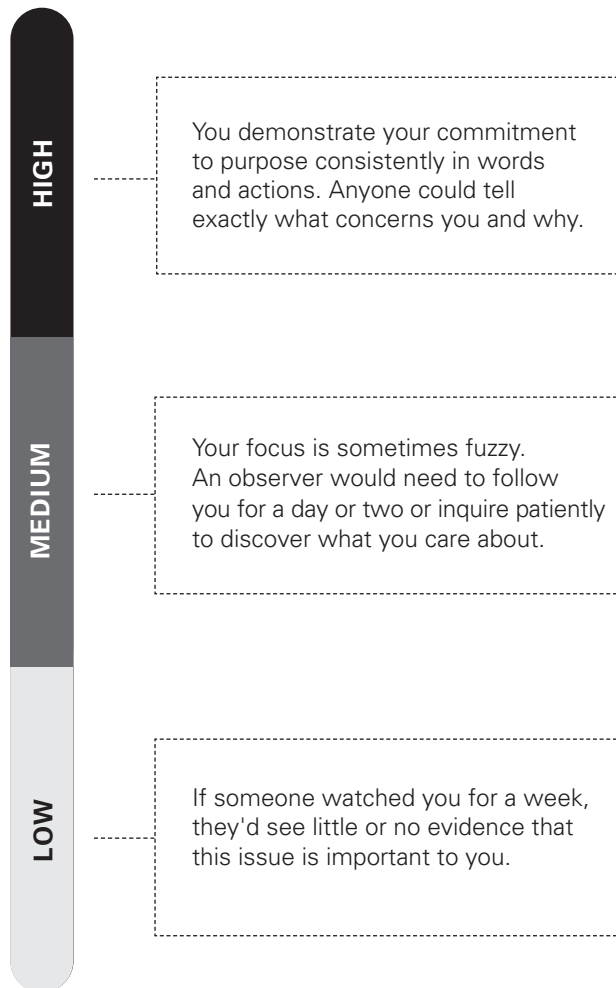
Now, using the questions below as prompts, take a moment to reorient to your purpose.

What is your leadership challenge or opportunity?

Why are you working on this?

What do you care about related to this challenge?

PURPOSE-O-METER



GIVE THE WORK BACK

We all participate in weaving the social fabric; we should therefore all participate in patching the fabric when it develops holes.

ANNE C. WEISBERG

Progress on adaptive challenges requires work by the many, not the few.

What have you done, or are you doing, to give the work back?	What have been the results?

OBSERVATIONS, INTERPRETATIONS, POSSIBLE EXPERIMENTS

SPEAK FROM THE HEART

Almost every wise saying has an opposite one, no less wise, to balance it.

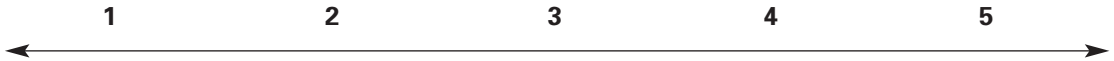
SANTAYANA

Earlier in this Play Book you answered these questions: “Why are you working on this? What do you care about related to this challenge?” Review your answer (p. 48).

How often do you share your beliefs and personal stories with other stakeholders?

Are there some stakeholders with whom you haven't shared these thoughts?
If so, who and why?

The key is to strike a balance and not become overly emotional or overly detached and inexpressive. Where do you fall on this continuum?



Overly Emotional	Appropriate Balance for Speaking from the Heart	Too Detached and Inexpressive
<ul style="list-style-type: none"> ● You constantly let your emotions get the best of you. ● You rely solely on emotional anecdotes (oftentimes your own), rather than objective data to make your case. ● You have trouble connecting with or inspiring anyone not already moved by your issue. 	<ul style="list-style-type: none"> ● You allow yourself to speak authentically and respectfully about values. ● When making your case, you intersperse anecdotes and hard data with ease. ● You have developed allies who were moved by emotion and others moved by data and logic. 	<ul style="list-style-type: none"> ● You never speak about values or show emotion. ● You are not open to using qualitative or anecdotal data to support your case. ● Meetings feel very business-like and lack passion and energy. ● Few people are truly inspired by your work on this challenge.

OBSERVATIONS, INTERPRETATIONS, POSSIBLE EXPERIMENTS

ACT EXPERIMENTALLY

Any intelligent fool can make things bigger, more complex. ... It takes a touch of genius - and a lot of courage - to move in the opposite direction.

ALBERT EINSTEIN

Your leadership challenge contains adaptive elements with no clear fix or solution. So, it helps to maintain an experimental approach to civic leadership. Use the following pages to list possible experiments.

Think about the purpose of each experiment (which may be related to a KLC competency or principle). Take notes about what you think will happen as a result of your intervention (your hypothesis). Briefly describe what you'll do and when you'll do it. Take time to assess the risk, effort and probability of success.

Page through the notes in your Play Book for inspiration.

POSSIBLE EXPERIMENTS

POSSIBLE EXPERIMENT

Purpose of the experiment:

What would you actually do?

Purpose of the experiment:

What would you actually do?

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What would you actually do?

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What would you actually do?

Purpose of the experiment:

What would you actually do?

Purpose of the experiment:

What would you actually do?

	How much of a stretch is this for me?	How risky is this for me?	How sure am I that this will work?	How much effort would it take
	Big Stretch 7 6 5 4 3 2 1 No Stretch	Big Stretch 7 6 5 4 3 2 1 No Stretch	Big Stretch 7 6 5 4 3 2 1 No Stretch	Big Stretch 7 6 5 4 3 2 1 No Stretch
	Big Stretch 7 6 5 4 3 2 1 No Stretch	Big Stretch 7 6 5 4 3 2 1 No Stretch	Big Stretch 7 6 5 4 3 2 1 No Stretch	Big Stretch 7 6 5 4 3 2 1 No Stretch
	Big Stretch 7 6 5 4 3 2 1 No Stretch	Big Stretch 7 6 5 4 3 2 1 No Stretch	Big Stretch 7 6 5 4 3 2 1 No Stretch	Big Stretch 7 6 5 4 3 2 1 No Stretch
	Big Stretch 7 6 5 4 3 2 1 No Stretch	Big Stretch 7 6 5 4 3 2 1 No Stretch	Big Stretch 7 6 5 4 3 2 1 No Stretch	Big Stretch 7 6 5 4 3 2 1 No Stretch
	Big Stretch 7 6 5 4 3 2 1 No Stretch	Big Stretch 7 6 5 4 3 2 1 No Stretch	Big Stretch 7 6 5 4 3 2 1 No Stretch	Big Stretch 7 6 5 4 3 2 1 No Stretch
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POSSIBLE EXPERIMENT

Purpose of the experiment:

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	Big Stretch 7 6 5 4 3 2 1 No Stretch	Big Stretch 7 6 5 4 3 2 1 No Stretch	Big Stretch 7 6 5 4 3 2 1 No Stretch	Big Stretch 7 6 5 4 3 2 1 No Stretch
	Big Stretch 7 6 5 4 3 2 1 No Stretch	Big Stretch 7 6 5 4 3 2 1 No Stretch	Big Stretch 7 6 5 4 3 2 1 No Stretch	Big Stretch 7 6 5 4 3 2 1 No Stretch
	Big Stretch 7 6 5 4 3 2 1 No Stretch	Big Stretch 7 6 5 4 3 2 1 No Stretch	Big Stretch 7 6 5 4 3 2 1 No Stretch	Big Stretch 7 6 5 4 3 2 1 No Stretch
	Big Stretch 7 6 5 4 3 2 1 No Stretch	Big Stretch 7 6 5 4 3 2 1 No Stretch	Big Stretch 7 6 5 4 3 2 1 No Stretch	Big Stretch 7 6 5 4 3 2 1 No Stretch
	Big Stretch 7 6 5 4 3 2 1 No Stretch	Big Stretch 7 6 5 4 3 2 1 No Stretch	Big Stretch 7 6 5 4 3 2 1 No Stretch	Big Stretch 7 6 5 4 3 2 1 No Stretch
	Big Stretch 7 6 5 4 3 2 1 No Stretch	Big Stretch 7 6 5 4 3 2 1 No Stretch	Big Stretch 7 6 5 4 3 2 1 No Stretch	Big Stretch 7 6 5 4 3 2 1 No Stretch

YOUR CIVIC LEADERSHIP DASHBOARD

Decide that you want it more than you are afraid of it.

BILL COSBY

Like the dashboard in your car, the subjective data points on this sheet are critical indicators of your leadership efforts. Consistently scoring well on these measures should translate to progress on your overall leadership challenge. Track your effort over time.

Write your purpose here:

	Date: _____	Date: _____	Date: _____	Date: _____
Your level of authority or credibility with <u>all</u> the critical stakeholders	High 7 6 5 4 3 2 1 Low	High 7 6 5 4 3 2 1 Low	High 7 6 5 4 3 2 1 Low	High 7 6 5 4 3 2 1 Low
The level of disequilibrium (heat) in the organization or community	Too High! 7 6 5 4 3 2 1 Too Low	Too High! 7 6 5 4 3 2 1 Too Low	Too High! 7 6 5 4 3 2 1 Too Low	Too High! 7 6 5 4 3 2 1 Too Low
Who is doing the work?	All Necessary Stakeholders 7 6 5 4 3 2 1 Just Me!	All Necessary Stakeholders 7 6 5 4 3 2 1 Just Me!	All Necessary Stakeholders 7 6 5 4 3 2 1 Just Me!	All Necessary Stakeholders 7 6 5 4 3 2 1 Just Me!
How often are you triggered?	Often 7 6 5 4 3 2 1 Never	Often 7 6 5 4 3 2 1 Never	Often 7 6 5 4 3 2 1 Never	Often 7 6 5 4 3 2 1 Never
How actively are you experimenting to advance your vision?	Several in the last month 7 6 5 4 3 2 1 No recent experiments	Several in the last month 7 6 5 4 3 2 1 No recent experiments	Several in the last month 7 6 5 4 3 2 1 No recent experiments	Several in the last month 7 6 5 4 3 2 1 No recent experiments

NOTES

CIVIC LEADERSHIP PRINCIPLES

KLC CIVIC LEADERSHIP PRINCIPLES

- Leadership is an activity, not a position.
- Anyone can lead, anytime, anywhere.
- It starts with you and must engage others.
- Your purpose must be clear.
- It's risky.

KLC COMPETENCIES FOR CIVIC LEADERSHIP

DIAGNOSE SITUATION

- Explore tough interpretations
- Distinguish technical and adaptive work
- Understand the process challenges
- Test multiple interpretations and points of view
- Take the temperature
- Identify who needs to do the work

MANAGE SELF

- Know your strengths, vulnerabilities and triggers
- Know the story others tell about you
- Choose among competing values
- Get used to uncertainty and conflict
- Experiment beyond your comfort zone
- Take care of yourself

ENERGIZE OTHERS

- Engage unusual voices
- Work across factions
- Start where they are
- Speak to loss
- Inspire a collective purpose
- Create a trustworthy process

INTERVENE SKILLFULLY

- Make conscious choices
- Raise the heat
- Give the work back
- Hold to purpose
- Speak from the heart
- Act experimentally

Mission

To foster civic leadership for healthier Kansas communities

Vision

To be the center of excellence for civic leadership development

CORE OBJECTIVES

INSPIRE

We want to inspire Kansans to care more, engage more and risk more on behalf of making their communities healthier places.

EDUCATE

We want to educate Kansans on how to engage more effectively. We are not interested in creating martyrs, but instead citizens skilled at exercising leadership.

CONNECT

We want to connect Kansans together to create strong networks oriented towards improving the health of Kansas communities.



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