

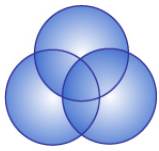
Bainbridge Leadership Center
Facilitating Emergent Leadership for an Integral World

Creating Powerful Partners:
Applying “The Power of TED*”
to Public Leadership

**Texas Association of Counties
County Management Institute**

**Donna Zajonc
&
David Emerald Womeldorff**

May 15, 2008



Stage One – Anarchy

Leadership Assumptions & Qualities

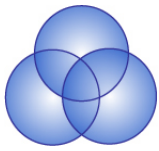
- Government is Evil
- Believe no one
- Destroy the system with no viable alternative
- Fear of being controlled

Citizen Characteristics

- Stop Government action in their lives
- Trust no one from the Government
- Sit on sidelines, criticize & disrupt
- Fear loss of freedom

“Normally our thoughts have us rather than we having them.”

~Physicist David Bohm



Stage Two – Traditionalists

Leadership Assumptions & Qualities

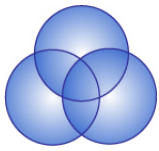
- Wants order through hierarchical systems
- Thinks in black and white patterns
- May use fear as a motivating emotion
- Tends to work with only members of their “team”
- Lacks genuine appreciation for differing views so working relationships with opposing groups are almost impossible
- Comfortable with using power to dominate others
- Must defeat those with whom they disagree in order to do good
- Fears chaos and complexity

Citizen Characteristics

- Looks for heroes who will “fix” the problem
- Wants to join the winning team or find the next charismatic leader
- Possesses strong opinions and often offers simple responses to complex issues
- Tends to have one or two “bottom line” positions and their leaders must be in alignment with those issues
- Easily motivated by fear
- Incapable of listening for possibility and ways to work together from those they disagree
- Believes those with opposing views “just don’t get it” or are “soft”

“Institutions that endure, thrive not because of one leader’s charisma, but because they cultivate leadership throughout the system.

~Sociologist Max Weber



Stage Three – Resignation

Leadership Assumptions & Qualities

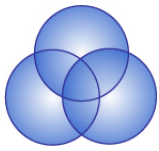
- Have lost hope that they can make change within the system
- “Just putting time in”
- If they play the power politics game, will lose their values
- If they speak up, may get shot
- Sad they are part of the “system” yet do not know what else to do
- Unable to visualize a new system or process because of powerful forces that “keep things the way they are”

Citizen Characteristics

- Why bother? Politics & Politicians are not a source of good
- Truth is “rare” (corporations & government are corrupted)
- Tend to go silent: my vote doesn’t really matter
- Passive-Aggressive. One day may be totally turned off by public issues and another day they are ready to march in the streets
- Feel victimized by the “system”
- Fearful that conflict, power & influence will always dominate

“The leadership of the future will not be provided simply by individuals but by groups, institutions, communities and networks.”

~Betty Sue Flowers
Director of LBJ Presidential Library



Stage Four – Politics of Hope

Leadership Assumptions & Qualities

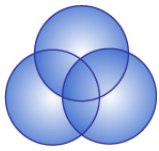
- Consciously accepts leadership role
- Embraces complexity & interconnectedness
- Leverages differences as a way to build alliances
- Power with Others: looks for “win-win”
- Truth, trust and integrity are their dominate values
- Keeps citizens focused and inspired toward the vision and outcome
- Is inclusive and nonjudgmental toward others and utilizes their skills and perspectives even when they disagree

Citizen Characteristics

- Comfortable that essential change may not happen immediately
- Sees political participation as community service
- Tends to become involved when they see collaborative systems
- Selfless service based upon “seven generations hence”
- Takes responsibility for their role in the world
- Sees the “whole of the matter”
- They trust that their participation will “seed” the future

“The main task of the leader is to generate excitement, optimism, and passion for the job ahead as well as to cultivate an atmosphere of cooperation and trust.”

~Daniel Goleman
Primal Leadership



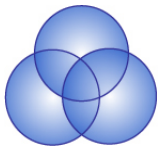
Four Stages of Public Leadership

	Stage 1	Stage 2	Stage 3	Stage 4
Emotion	Fear Control	Fear Chaos	Fear Conflict	Passion Love
Power	Against	Over	Aversion to	With
Action	Tear Down	Competition	Protect/Retreat	Cooperation/Build Up
Political Perspective	Government is evil	We must defeat the opposing party to do good	Politics is irrelevant	Politics is a vehicle to create the common good

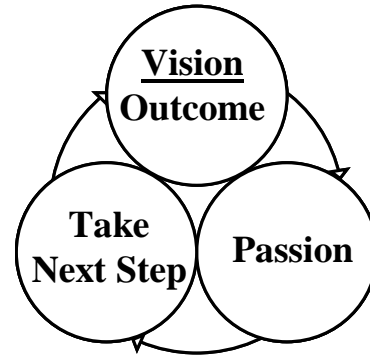
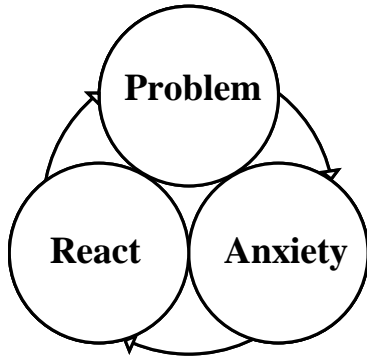
Summary of How to Apply the Four Stages:

- What Stage you lead from is not a matter of right or wrong. The question to ask yourself is, "Am I being effective?"
- Individuals who lead from different Stages will find themselves in conflict with those who lead from another stage. The question for you is: "How do I listen and meet them from their perspective?" "How do I want to lead?"

Stage Four is parallel to "Level Five" leaders in Jim Collin's book *Good to Great* and John Kotter's "Adaptive Leader" profile.



Problem vs Outcome Orientation



Effectiveness



Time

Problem Orientation

- What we *don't* want
- Get rid of or away from the problem/anxiety; take out of being
- Roller Coaster; episodic & short-term change

Effectiveness



Time

Outcome Orientation

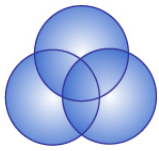
ATTENTION

INTENTION

RESULTS

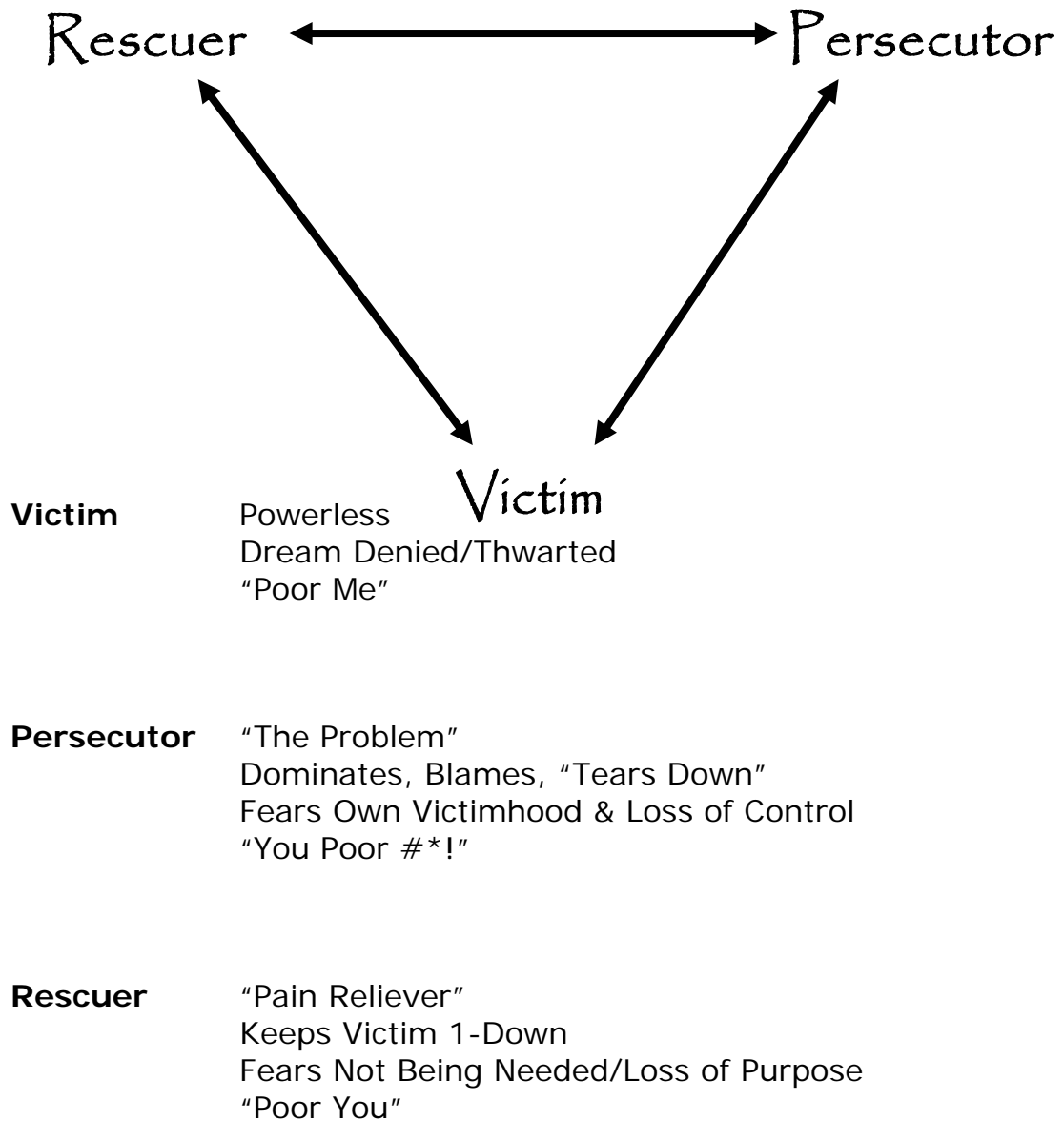
- What we *do* want
- Move toward vision/outcome; bring into being
- New, better, breakthrough; Sustainable Change

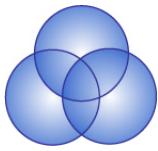
Thoughts. Feelings and Actions



DDT: Dreaded Drama Triangle

(Karpman Drama Triangle)





Dreaded Drama Triangle (DDT) Roles Worksheet

In all of the sections below, use the space provided to describe the situation as completely as possible (use the back of the worksheet if you need more space).

Victim:

Think of a situation in which you saw (or see) yourself as a Victim. Who or what was the "Persecutor?" Who or what was the Rescuer that either emerged or that you hoped would come to "save the day?"

Situation -

Persecutor -

Rescuer -

Persecutor:

Think of a situation in which you saw (or see) yourself as a Persecutor. One important clue in identifying such a situation is when another (Direct Report, Colleague, Customer/Client) got defensive about something you said or did. Describe below, as completely as possible, the situation. What was going on that resulted in you showing up in this role? Who was in the Victim role? Who or what was the Rescuer?

Situation -

Victim -

Rescuer -

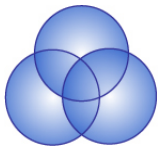
Rescuer:

Think of a situation in which you saw (or see) yourself as a Rescuer. Who or what were you trying to "fix" and/or take care of? How did you see the other(s) involved in the situation?

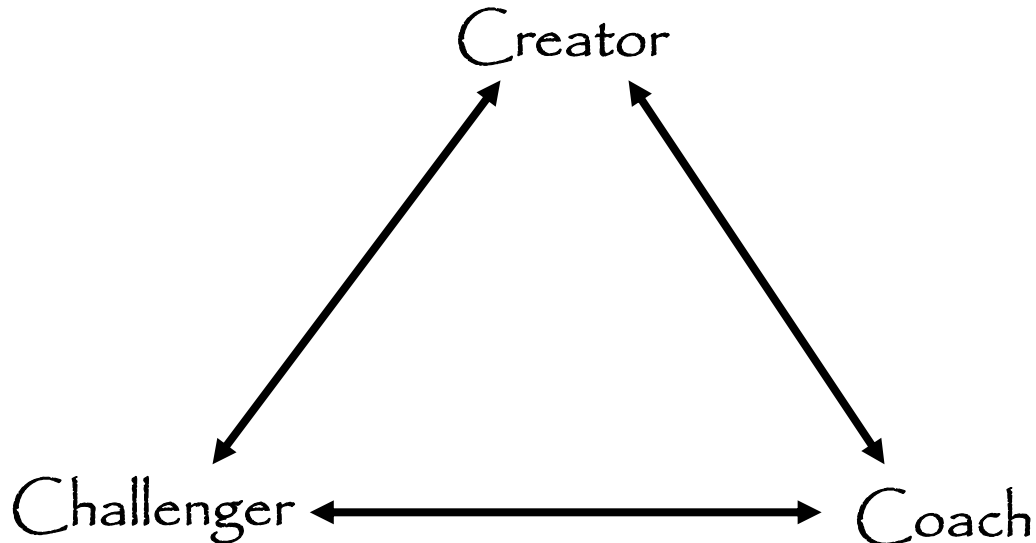
Situation -

Victim -

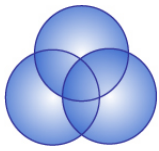
Persecutor -



The Empowerment Dynamic (TED)



- Creator** Claims Power to Choose and Respond
Focuses on Outcomes
"I Can Do It"
- Challenger** Calls Forth Learning & Growth
Provokes/Evokes Action
Conscious/Constructive
Unconscious/Deconstructive
"Do It!"
- Coach** Supports and Assists Creating Outcomes
Facilitates Clarity of Vision, Current Reality,
Possibilities & Baby Steps
"You Can Do It"



Facilitating the Shift

Creator



Victim

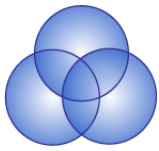
- What is the *dream denied/thwarted*? What do you/they *really* want?
- Reframe the “problem” that feeds the Victim perspective into an “outcome” the Creator can begin to move toward.
- Move from *reacting* to *choosing*

Coach



Rescuer

- How are you seeing the other– as a problem to fix or as capable and resourceful?
- What questions will help clarify an outcome, current reality, or generate possible “baby steps?”
- Move from *telling* to *asking*



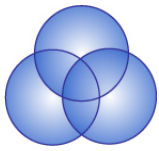
Challenger



Persecutor

- What is the intention?
- What learning or development is the situation calling for?
- Move from *putting-down* to *building-up*

“Looking Good” Intent How you want to LOOK TO others	“Learning” Intent How you create LEARNING WITH others
<ul style="list-style-type: none">• Look good – even at other’s expense• Be right; be the hero• Be smart; be the winner• Based on judgment & control• Use your energy to protect how you are seen• Connect only if it is useful to your own agenda and/or “fake” connection• Makes others wary, reluctant to engage or forgive error• Puts self above (belittles)	<ul style="list-style-type: none">• Focus on learning• Enhance capacity and capability• Maintains integrity – no hidden agenda• Based on respect and care• Use energy to create safe space• Create & sustain connection even when there are differences/obstacles• Helps others be willing to engage or forgive• Builds up others <p>Derived from work of Diane Cawood Used with Permission</p>



The Empowerment Dynamic (TED)
Roles Worksheet

Refer to your “Dreaded Drama Triangle (DDT) Roles Worksheet” to complete the sections below (use the back of the worksheet if you need more space).

Creator:

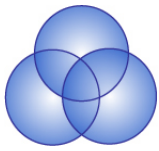
As you look at the situation in which you saw (or see) yourself as a Victim, what is the dream/desire denied or thwarted? What did you *really* want? (It is not sufficient to say you wanted to solve the problem. What was the larger vision/outcome that the problem was an obstacle to?)

Challenger:

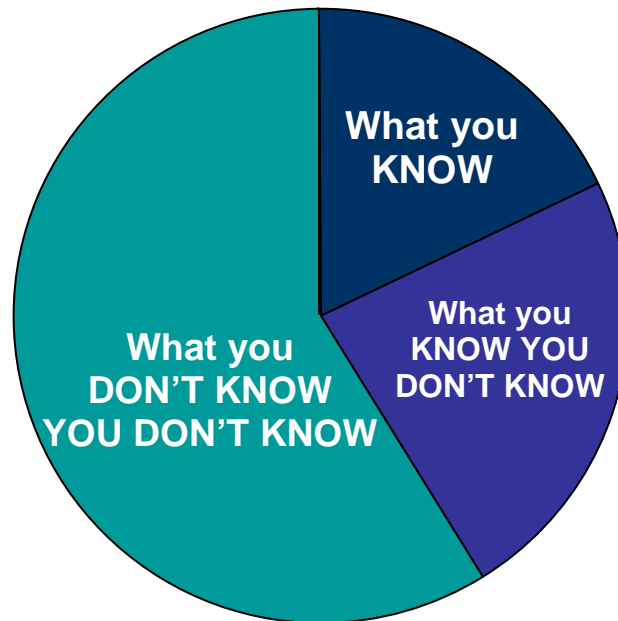
As you look at the situation in which you showed up as a Persecutor, what was your intention? Was it a “looking good” or a “learning” intention? How could you have spoken in a way that challenged the other(s) to learn *and* made clear the reason you were challenging them?

Coach:

As you look at the situation in which you showed up as a Rescuer, how did you see the other(s) involved – as problems to fix or take care of, or as being resourceful and capable? What questions could you have asked that would have helped them clarify their vision/outcome or their current reality or possible next steps?



Compassion: Actively caring for others begins with listening



"The Three Kinds of Possible Knowledge"

"HOW" to Listen

Level One

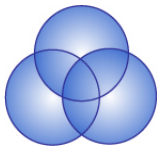
- Attention is on you: "How does this affect me?"
- Thinking about what you want to say
- Collaboration is impossible

Level Two

- Attention is on the other person
- Attachments or judgments are reduced
- Collaboration begins at this level

Level Three

- Focus is on other person within a larger context
- Uses your intuition to access what is not being said
- Vision, inspiration, and collaboration are born in this level



Scope of Services: The Leadership Trilogy

Politics of Hope

Renewing the Nobility of Public Service



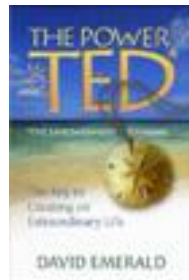
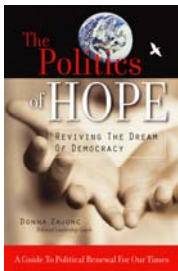
The Power of TED*
*(*The Empowerment Dynamic)*

Creating Powerful Partnerships
7 Agreements for Collaboration

The Bainbridge Leadership Center offers a unique range of services designed to enhance and develop leadership capabilities in all three spheres of The Leadership Trilogy. These services include:

- o Individual Coaching
- o Leadership Assessment Profiles and Feedback
- o Seminars and Workshops
- o Keynote Speaking

For more information, visit: www.bainbridgeleadership.com or www.powerofTED.com



Donna Zajonc Co-Founder
David Emerald Womeldorff Co-Founder
321 High School Road, # 295
Bainbridge Island, WA 98110
Phone: 206-780-0994
E-mail: david@powerofTED.com or donna@politicsofhope.com