Fogarty EDvance

Team Reflection – Armoured vs. Daring Leadership

Using the template provided, reflect on which type of leadership your team often engages in:

Being a Knower and Being Right	Being a Learner and Getting it Right
"Not knowing" is often perceived as weakness	Curiosity is encouraged
We often buy in to the belief that "knowing" is the only way we bring value	We operate on the belief that leaders don't have all the answers but often ask the right questions
Asking for help is perceived as weakness	Asking for help is normalized and expected at all levels

Tapping out of Hard Conversations	Skilling up for Hard Conversations
We avoid conflict and uncomfortable conversations	We talk to people not about people – we give and receive feedback
We talk about people rather than directly to them concerning hard topics	We have a strong feedback culture built on respect (everyone gives, receives and values feedback)
Performance and behavioural issues are tolerated and/or ignored rather than addressed through difficult feedback	

Using shame and Blame to Manage	Leading people from a place of Empathy & Accountability
Blame and finger-pointing are norms when there are mistakes	We hold ourselves and each other accountable in respectful ways
It's hard to take risks or try new things	Learning from mistakes is encouraged and valued
People are afraid to speak up for fear of being ridiculed or belittled	

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Fostering a Scarcity-driven culture	Committing to and Modelling that "we ae enough"
Leaders use fear and uncertainty to drive productivity	When there is uncertainty, it is acknowledged by leaders
Exhaustion is used as a status symbol and rewarded	Leaders model self-care
There is a perception our value is tied to our performance, so we hustle for our worth	Our work efforts are acknowledged and valued

Professing Values	Practicing Values
Values are spoken about but not role-modelled	Values are clear, articulated and role-modelled
There are no consequences for behaviours that don't align with values if performance is solid	Practicing values is a component of measuring performance

Driving a "fitting in" culture	Cultivating a Belonging Culture
Commitments to diversity, equity and inclusion are not practiced, and people are held to a narrow standard	Diverse perspectives are valued

Leading for Compliance and Control	Leading for Commitment and Shared Purpose
Culture is based on hierarchy rather than distributed and shared leadership	There is distribution of leadership
There is a misalignment between responsibility and authority	There is role clarity when tasks are assigned

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Using the template provided, reflect on which type of leadership your team often engages in:

Leading Reactively	Leading Proactively and Strategically
Decisions are made reactively without context	Decisions are made in alignment with organizational strategies

Resisting Change	Accepting and Embracing Change
Double-down on the "way things used to be"	Focus on learning new skills – growth mindset
Become territorial or cynical	Open and collaborative, curious about what's possible

Getting stuck in and owned by failures	Owning our failures
We let negative experiences and past disappointments define us	People know how to get back up after a failure, and are held accountable for resetting
Failures and mistakes are stigmatised	Failures and mistakes are seen as part of growth

Perceiving Leadership as "Being served by Others"	Understanding Leadership as "Serving Others"
Trust is undefined and just expected	Trust is operationalized in behaviours
It is not safe for everyone to practice vulnerability	Being vulnerable and practicing authenticity is safe and modelled