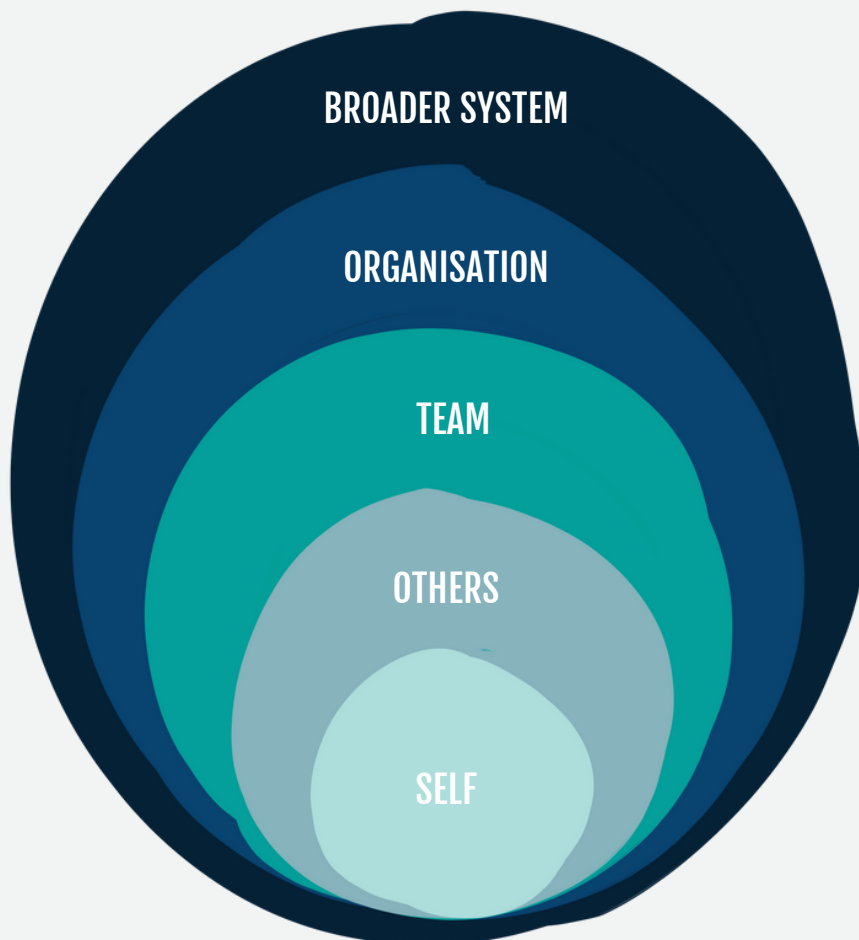


LAYERS OF LEADERSHIP

Identify, understand and work skillfully with all the layers required to make progress. When we identify and work with the layers we can identify more clearly the progress required to achieve the desired outcome.





+ 20 min



1+

LAYERS OF LEADERSHIP

INSTRUCTIONS

1. Choose a challenge or situation you want to progress using this tool.
2. Draw the layers of leadership diagram (see page 1 visual). For each layer review the below:
 - **Self:** What is your attitude and behaviour in relation to this challenge? What's aspects are helping or hindering the situation? What else?
 - **Others:** What do you notice about the other people you are interacting with on this situation? How is the relationship between you and them, each other? How does this impact the situation? What else?
 - **Team:** What is occurring that impacts the team? What team dynamics do you notice? What is occurring between teams? How do they perform their function? What else?
 - **Organisation:** What is happening at the organisational level? What impact are the policies, practices, processes, structures and cultural having on the situation, and how? What else?
 - **Broader System:** What's happening in the community or industry within which your organisation operates? Consider social, environmental, regulatory, competitive, supply chain, customers etc. What impact is. this having on your situation? What else?

NOW CONSIDER:

What interaction occurs between the layers? What clues does this give you about the context surrounding your challenge or situation? At what layer can intervene and have the most sustainable impact on progress?