

Leadership as a Learning Framework (Malcolm 2014)

	DESTRUCTIVE RESPONSES WAVES THAT MIGHT DUMP US	CONSTRUCTIVE RESPONSES TIDES ALWAYS IN MOVEMENT	RESOURCES THAT SUPPORT US TO LEAD WITH CONSTRUCTIVE RESPONSES	CONSTRUCTIVE RESPONSES TIDES ALWAYS IN MOVEMENT	DESTRUCTIVE RESPONSES WAVES THAT MIGHT DUMP US
PERSONAL THREADS	Big ego dominance	Strong sense of self: my culture, strengths, values and identity	curiosity, humility, astute noticing, sense making, reflective practice, letting go, creativity, generosity, giving and receiving, ethical standards, mentors and mentoring, feedback and feed-forward, experience of being trusted, finding courage, sense of possibility, living with uncertainty	Vulnerable self: my doubts, fears and questions	Paralysed by self-doubt
	Defensiveness	Self-awareness		Awareness of and genuine interest in others	Burnout
	Rigid control	Self-directed learning		Motivation to learn and serve others	Over responsibility
RELATIONAL THREADS	Professional as expert directing the show	Leading out front: catalyst, facilitator, convener, teacher-led	empathy, engagement, valuing diversity, search for common ground, 'and-and' thinking, offering and accepting leadership opportunities, can do attitude, confidence to 'just do it' – in a thoughtful way, walking alongside, leaving gaps, spaces, silence, intentional peer learning mechanisms, facilitation skills	Leading together: enabling group, decentralised control, student directed	Inertia, not enough expertise
	One person 'band'	I can make things happen... see my part in this		We can make things happen: agreed shared purpose	Too polite and not addressing real issues
	I am right and you are wrong	My voice counts		Listening to others' voices and views	'Group think': not enough diversity of perspectives
	My vision follow me	Personal vision and commitment		Building shared vision and commitment, one conversation at a time	'Them and us' thinking 'they' need to change, not us

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CULTURAL THREADS	Pressure to replicate one size fits all 'answers'	Clear 'WHY', shared intent and ability to translate into doable action steps	<p>people with lived experience involved – not just agencies, time spent building trust relationships, understanding cultures and context, spotting where the energy is, seeing the bigger picture, resourcefulness to work with 'what is', identify and mobilise resources, seeing and creating opportunities, new language reflecting new ways of seeing, celebrations, rituals, symbols, framing, reframing, translating across cultures</p>	Inclusive about 'WHO' shapes and 'OWNS' the vision and therefore shares in the leading and the doing	Inclusive leaderful, how culture is not articulated or understood
	Time pressure for tangible results, undue focus on what gets done over how	Achievable 'WHAT NEXT' action steps, tangible success to motivate ongoing engagement		'Doing with' culture around the 'HOW' process and values. Opportunities for leadership learning as an outcome in itself	Process bogged with no doable actions emerging, people not ready to step up at pace expected or not supported enough
	Disempowering deprivation, founding leaders not leaving space	Scarcity: deficits, gaps as opportunities for others to contribute		Abundance: unleashing individual, group and community strengths, assets, resources	Discourses around individualism, materialism, professionalism getting in the way
STRUCTURAL THREADS	Silos, inflexible either/or thinking, seeing structures as fixed, permanent	Formal structured plans, tasks, roles, responsibilities, agreements, timeframes, parameters	<p>adaptability/agility, multi-sensory awareness, noticing patterns and what's needed, use diverse analytical frameworks for sense-making, hold structures lightly as temporary, facilitate safe peer learning spaces, enable real time feedback loops, awareness of existing power structures, shared power 'with' intent, noticing who is excluded, bring new voices to the table, inclusive facilitated processes for cross-generational, cross-cultural, cross-sector conversations, catalysts/brokers/translators</p>	Emergent, flexible, organic ways of working	Too messy and out of control, one person dependent
	Overly focused on the 'what' results	Focus on task, outputs, outcomes, deliverables		Focus on developmental process, dialogue, relationships	Overly focused on the 'how' processes
	Patch protection, power 'over', bullying, powerlessness mindset	Competition, negotiation independence, separate identity, especially for marginalised groups, confidence to say 'no'		Cooperation, alliances, beyond organisational boundaries, interdependence, collective shared identity, new voices at the table	Unresolved, destructive conflicts, fears about own and other organisations' branding, positioning and power