LEADERSHIP AS LEARNING FRAMEWORK (Malcolm, 2014)

	DESTRUCTIVE RESPONSES: WAVES THAT MIGHT DUMP US	CONSTRUCTIVE LEADERSHIP RESPONSES: TIDES ALWAYS IN MOVEMENT	RESOURCES THAT SUPPORT US TO LEAD WITH CONSTRUCTIVE RESPONSES	CONSTRUCTIVE LEADERSHIP 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 and decision making tools Mentors and mentoring Feedback and feed-forward Experience of being trusted Taking responsibility 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, convenor, teacher-led**	Empathy Engagement Valuing diversity Search for common ground/shared intent 'And-and' thinking Offering leadership opportunities & accepting invitations Alignment of self-motivation and shared intent Can do attitude Confidence to 'just do it' – in a thoughtful way Walking alongside Leaving gaps, spaces, silence Distributed intelligence Intentional peer learning and feedback mechanisms Facilitation competencies	**Leading together - doing 'with', 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'**

CULTURAL THREADS	Pressure to replicate one size fits all 'answers'	Clear 'WHY' shared intent and ability to translate into doable action steps	People with lived experience involved, not just agencies	Inclusive about 'WHO' has shapes and 'owns' the vision and therefore shares in the leading and the doing	Inclusive leaderful 'how' culture not articulated or understood
	Time pressure for tangible results Undue focus on what gets done over how	Achievable 'WHAT' next action steps, which may include some 'doing for' Tangible success to motivate ongoing engagement	Time spent building trust relationships from the outset Understanding social, political and cultural context Facilitation And-and thinking Seeing the bigger picture Resourcefulness to work with 'what is' Identify and mobilise resources Seizing and creating opportunities	'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 Entitlement or victim mentality Founding leaders not leaving space	Scarcity Deficits, gaps as opportunities for others to contribute	New language reflecting new ways of seeing Celebrations, rituals, symbols Intrinsic rewards Framing, reframing, translating across cultures Responsibility taken for creating an enabling policy or learning environment for local action Spotting where the energy is	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	Adaptability/agility Multi- sensory awareness Reading patterns Use, critique and apply diverse range of analytical frameworks for sense-making Hold structures lightly as temporary	Emergent, flexible, organic ways of working	Too messy & out of control One person dependent Tyranny of structurelessness
	Overly focused on the 'what' results	Focus on task, outputs, outcomes, deliverables	Source, design & use relevant management systems Facilitate safe environment and processes for effective ongoing peer learning Enable real time feedback loops	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'	Collective reflective practice and dialogue Ensure redundancy, overlap of some commonalities Awareness of existing power structures Shared power 'with' intent Noticing who is excluded Inclusive facilitated processes for cross- generational, cross-cultural, cross- sector conversations Catalysts/Brokers/translators	Cooperation Alliances, partnerships beyond organisational boundaries Interdependence Collective shared identity New voices at the table	Unsanctioned, hidden power dynamics Unresolved, destructive conflicts Fears about own and other organisations' branding, positioning and power