

Guided Notes: Leading with Purpose



List the traits you exemplify for each category

Agency	Strength	Momentum	Purpose

Dysfunction #1

Circle all that apply to you and your team



Team members with an absence of trust	Members of trusting teams
<ul style="list-style-type: none"> Conceal their weaknesses and hide mistakes 	<ul style="list-style-type: none"> Admit weaknesses and mistakes
<ul style="list-style-type: none"> Don't ask for help 	<ul style="list-style-type: none"> Ask for help
<ul style="list-style-type: none"> Hesitate to offer help outside of their own areas of responsibility 	<ul style="list-style-type: none"> Accept questions and input about their areas of responsibility
<ul style="list-style-type: none"> Jump to conclusions about intentions and aptitudes 	<ul style="list-style-type: none"> Give one another the benefit of the doubt
<ul style="list-style-type: none"> Fail to tap into another's skills and expertise 	<ul style="list-style-type: none"> Appreciate and tap into one another's skills & experiences
<ul style="list-style-type: none"> Waste time manage their behaviors for effect 	<ul style="list-style-type: none"> Focus on important issues
<ul style="list-style-type: none"> Hold grudges 	<ul style="list-style-type: none"> Offer and accept apologies without hesitation
<ul style="list-style-type: none"> Dread meetings 	<ul style="list-style-type: none"> Look forward to meetings

Achieving Trust:

What's frustrating you now?



Reflection: pg. 230 “Dare to Lead”



Dysfunction #2



Circle all that apply to you and your team

Teams that fear conflict	Teams that engage in healthy conflict
Have boring meetings	Have interesting meetings
Back channel personal attacks thrive	Extract and use the ideas of team members
Ignore controversial topics that are critical to team success	Solve real problems quickly
Fail to tap into all perspectives of team members	Minimize company politics
Waste time with posturing and interpersonal risk management	Put critical topics on the table for discussion



Activity: My Style in Action

Style

Competing
Collaborating
Compromising
Avoiding
Accommodating

Description

“I push for what I want, no matter the opposition.”
“I work with others to find a win-win solution.”
“I meet in the middle.”
“I delay or stay out of conflict.”
“I give in to keep the peace.”

My default style is: _____

Scenario: You are working on a city project such as an agenda item, ordinance revision, records system change, or election process. During meetings, another department representative frequently talks over you, dismisses your input, or moves forward without considering legal, records, or compliance requirements you are responsible for.



Reflection Questions:

1. What is your instinctive response in this situation?
2. Which TKI style does that reflect?
3. How has that style helped you in the past?
4. How has it sometimes created challenges?
5. What might be the impact of trying a different style in this scenario?

Write one intention for the next time you experience conflict:

“Next time, I want to try...”



Dysfunction #3

Circle all that apply to you and your team



A team that fails to commit	A team that commits
Creates ambiguity about direction and priorities	Creates clarity around direction and priorities
Watches windows of opportunities close due to excessive analysis and delay	Aligns the entire team around common objectives
Breeds lack of confidence and fear of failure	takes advantage of opportunities before competitors do
Revisits discussions and decisions again and again, over and over	Develops and ability to learn from mistakes
Encourages second guessing among team members	Moves forward without hesitation and changes direction without hesitation or guilt (even when mistakes have been made)

Failure to Commit:



Scenario: Think of a recent decision in your office or municipality that was delayed or avoided. This might relate to an agenda item, ordinance approval, ADA compliance, election procedures, records management, public notice requirements, or council processes.

Write briefly:

1. What was the decision or issue? (*e.g., approving an agenda item, implementing a new records system, clarifying election procedures, updating an ordinance*)

2. What caused the hesitation or indecision?

3. What was the impact of not committing?

(*e.g., delays, frustration, missed goals*)

My personal commitment to moving forward is: Next time my team is hesitating, I will:

Dysfunction #4

Define accountability:



Circle all that apply to you and your team



A team that avoids accountability	A team that holds one another accountable
Creates resentment among team members because of different standards	Ensures poor performers feel pressure to improve
Encourages mediocrity	Identifies potential problems by question one another's approaches without hesitation
Miss deadlines of key deliverables	Establishes respect among team members who are held to the same high standards
Places a burden on the team leader as the sole source of discipline	Avoids excessive bureaucracy around performance management and corrective action

Now Let's Practice a Crucial Conversation



Your scenario: _____

Start with Heart

- What do you really want? _____

STATE Your Path

- Share facts → Tell your story → Ask → Talk tentatively → Encourage testing

Make it Safe

- Use Mutual Purpose and Contrasting _____

Explore Others' Views – AMPP

- Ask: _____
- Mirror: _____
- Paraphrase: _____
- Prime: _____

Let’s Practice –Circle your scenario.

1. **Missed Deadlines Impacting Operations:** A department repeatedly misses deadlines for agenda submissions or required documentation, delaying council packet preparation and affecting meeting timelines.
2. **Public Dismissal in a Meeting:** During a council or leadership meeting, a department head or elected official dismisses your recommendation related to process, compliance, or procedure.
3. **Pushing Back Upward:** You need to push back on a directive from your supervisor or city manager that your team believes could create compliance risks or operational challenges.
4. **Credit for Work:** A colleague or department representative has been taking credit for your work related to agenda preparation, records management improvements, or election planning in cross-department meetings

Identify:

1. What makes this conversation difficult in a municipal context?
2. What is at stake (relationships, compliance, public trust, timelines)?

Plan your approach:

3. What is your opening statement?
4. How will you stay clear, professional, and assertive?
5. What outcome are you aiming for?

Be ready to share one strategy with the group.

Dysfunction #5



Circle all that apply to you or your team:

A team that is not focused on results	A team that focuses on collective results
Fails to grow	Retains achievement-oriented employees
Rarely defeats competitors	Minimizes individualistic behavior
Loses achievement-oriented employees	Enjoys success and failure acutely
Encourages team members to focus on goals of their own careers	Benefits from individuals who put their own goals aside for the good of the team
Is easily distracted	Avoids distraction

Review in your toolkit:

- Visible Results
- Scoreboard
- Achieve Commitment

Describe how you could use one of these when with your team.
