

How to See in the Dark

A glowing lightbulb is mounted on a dark, textured wall. The lightbulb is illuminated, casting a warm, orange glow that illuminates the surrounding area. The background is dark, creating a strong contrast with the lightbulb. The overall mood is one of hope and guidance in a dark environment.

Leadership when the path is unclear

Amanda Noell Stanley, MS
President & CEO
DePaul Community Resources

Leadership: Assumptions for today



- Leadership is **practice, not position.**
- Leadership is **not the same thing as authority.**
 - Authority can be formal or informal.
 - Informal authority is given in the context of relationship.
- Leadership is **only required when change (loss) is needed.**
 - (Leadership is distributing loss at a rate people can bear).

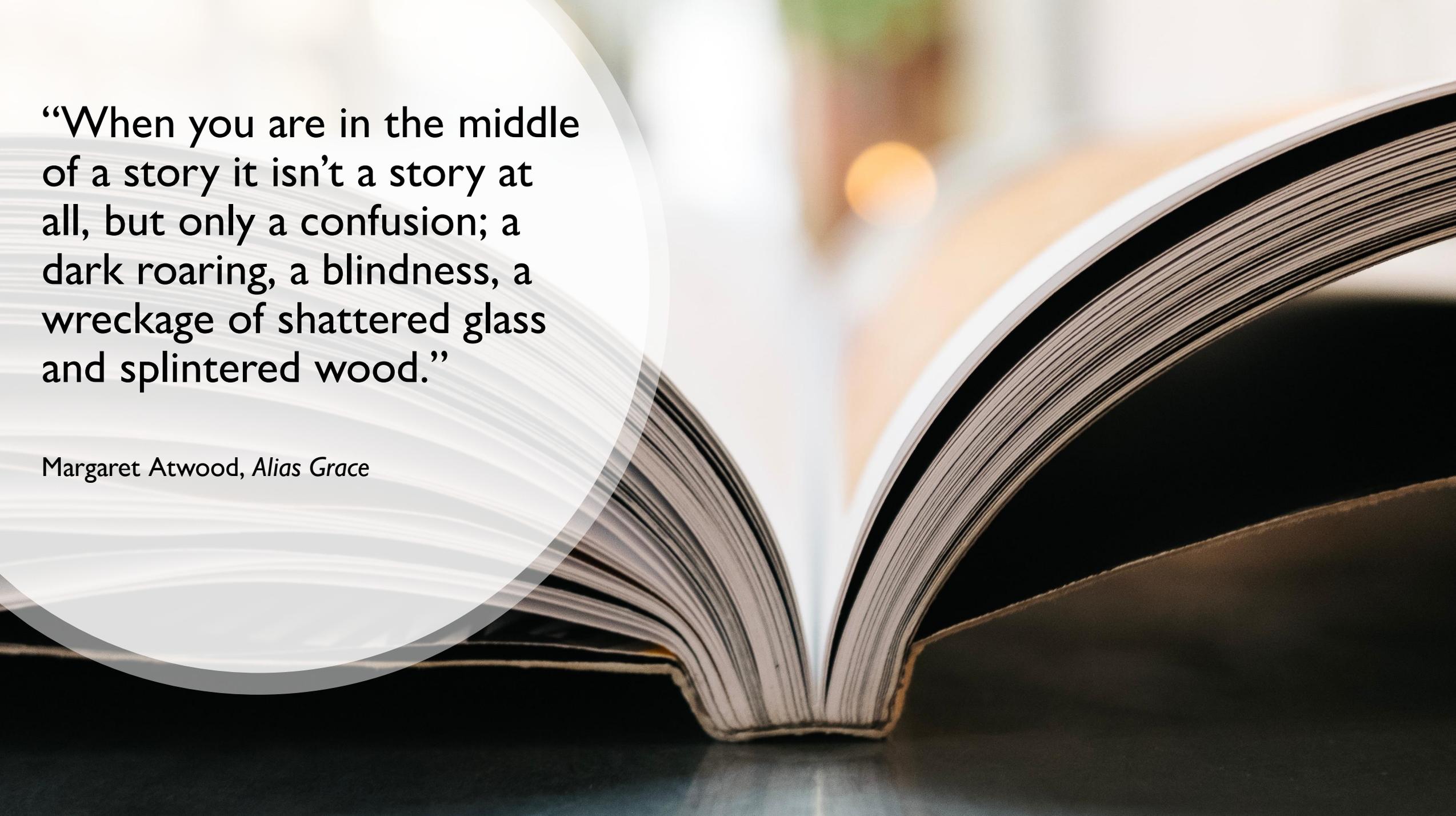
Performance (Problems)

- **Purpose** – why it matters.
- **Person** – who is doing the work.
- **Position** – the role the person inhabits.
- **Process** – the systems in place behind the scenes.
- **Play** – the strategy to overcome the challenge.
- **Practice** – the consistent application of good form.





It's
90%
practic
e.

An open book is shown from a low angle, with the pages fanning out. The book is resting on a dark surface. A semi-transparent white circle is overlaid on the left side of the image, containing a quote. The background is blurred, showing warm, bokeh lights.

“When you are in the middle of a story it isn’t a story at all, but only a confusion; a dark roaring, a blindness, a wreckage of shattered glass and splintered wood.”

Margaret Atwood, *Alias Grace*



“I bet there’s no
such thing as ‘pitch
black’ for cats.”

-Owen, 10

- Sensitivity
- Reflection

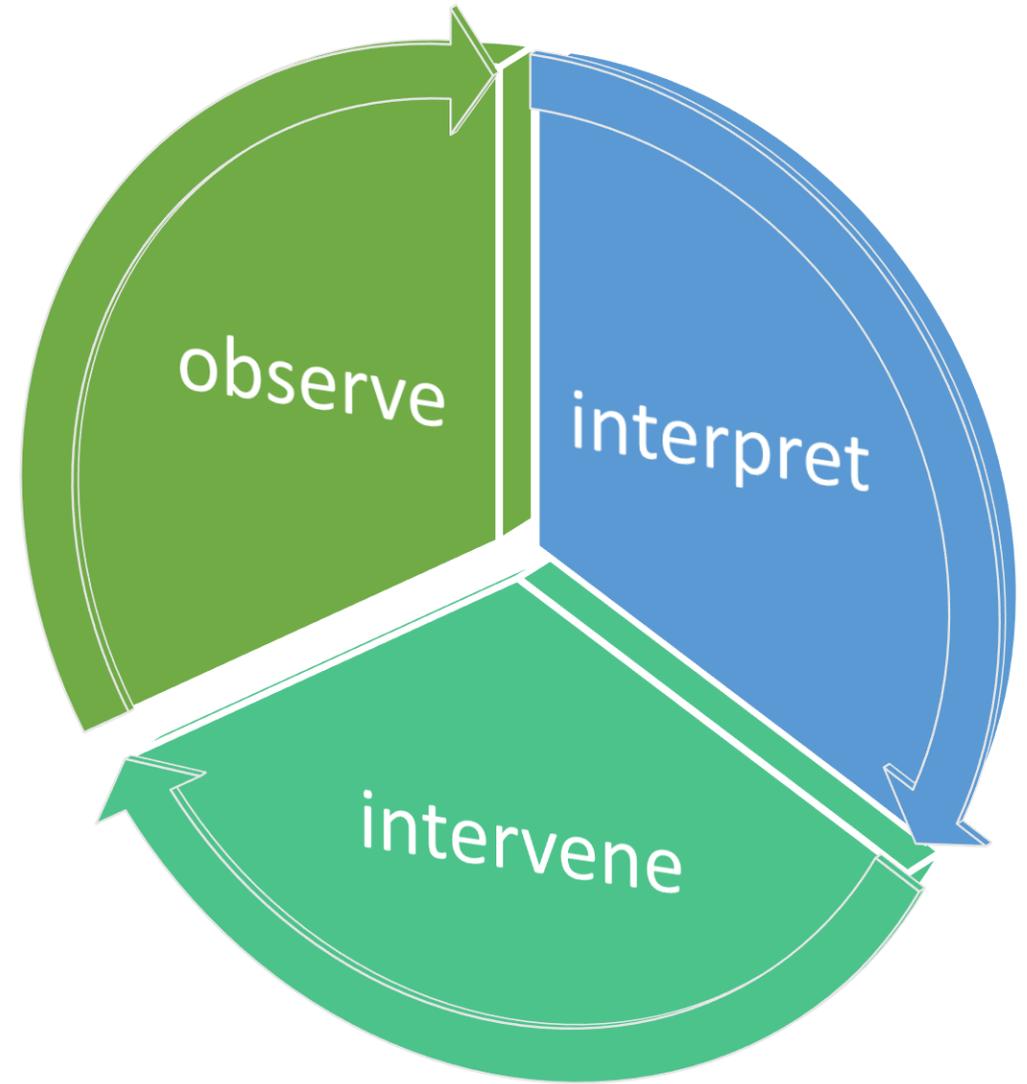


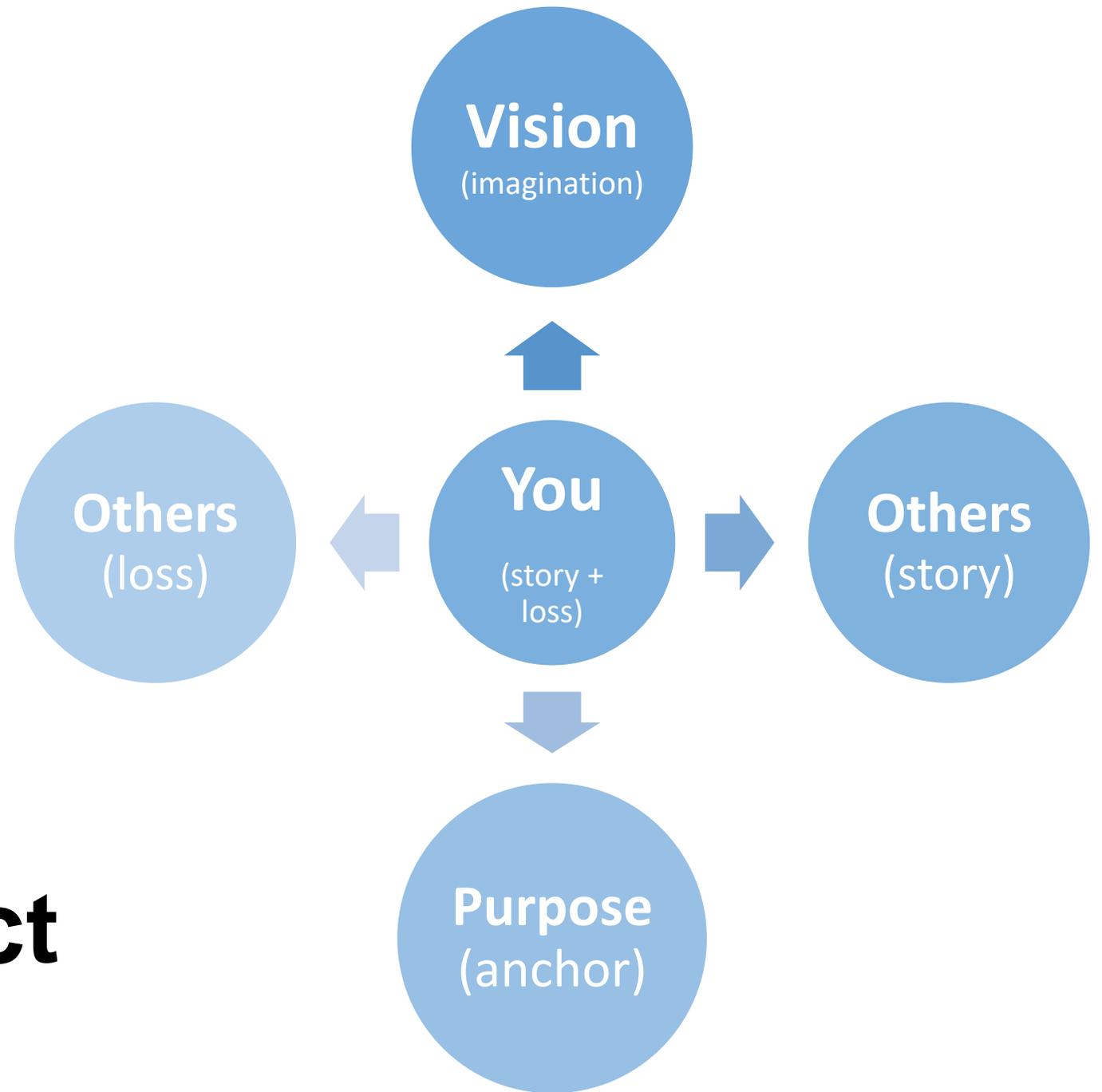


TOOLS

decision-making cycle:

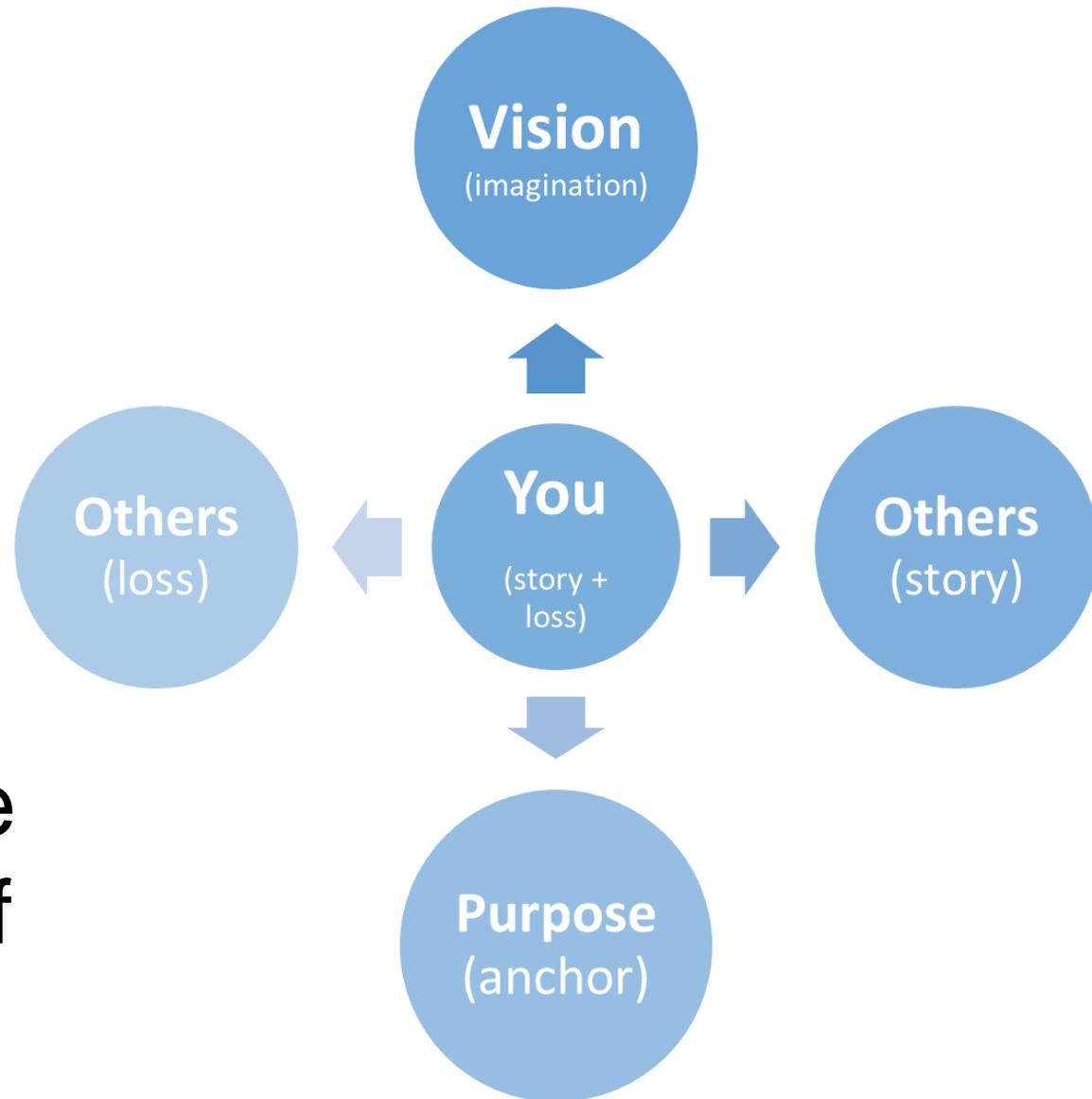
where do you spend most of your time and energy?





We lead well
when we **connect**
well.

We lead well when we
lead from a position of
humility & authority



Rock – Paper – Scissors...Decision

Observe → Interpret → Intervene

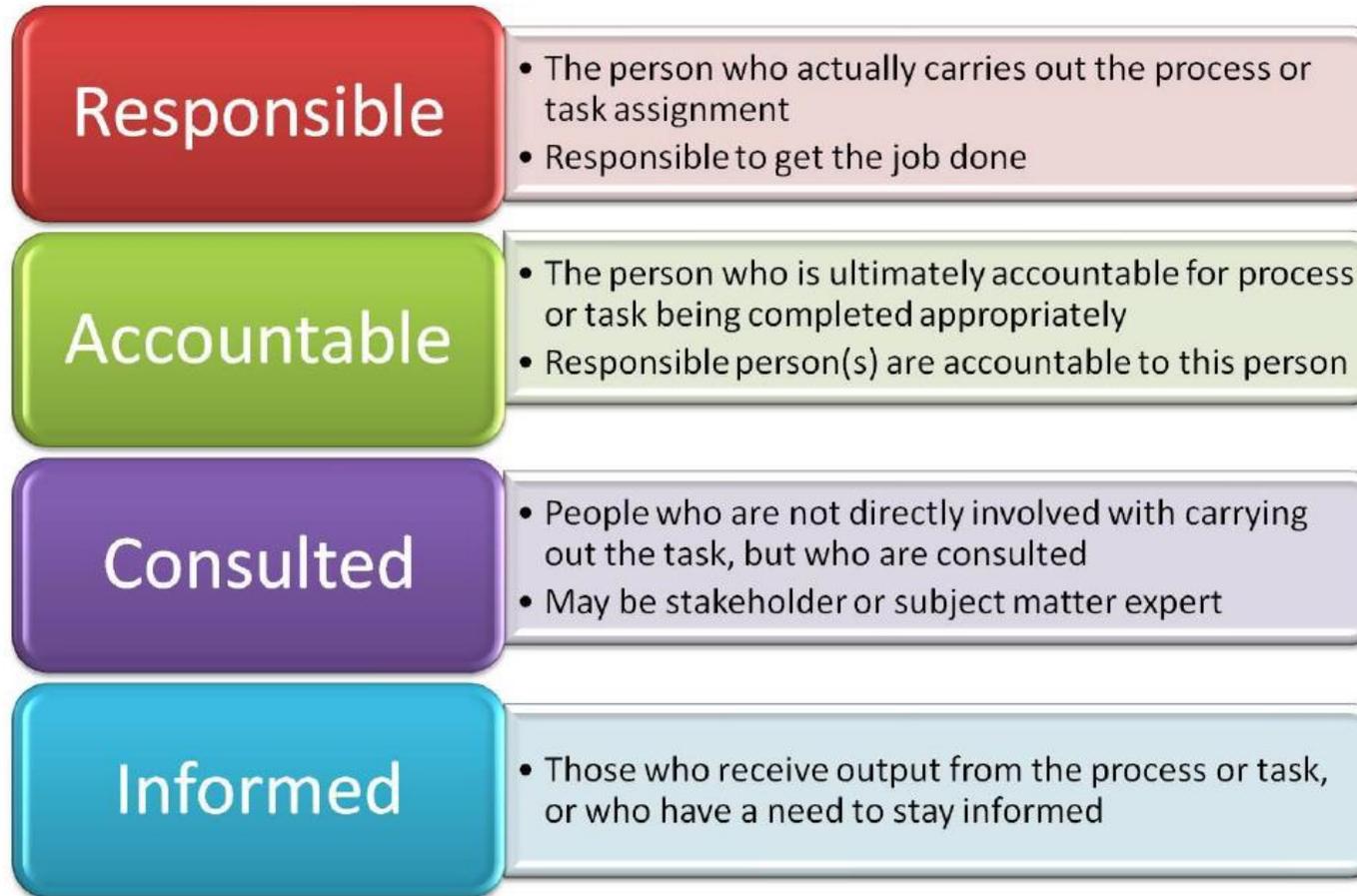
An inquiry worksheet for when you're stuck. Connect first, then act.

	For You:	For the Organization:	Example: _____
<p>Rock*: The anchor</p> 	<p>What is important to you in the decision and how it is made? How will you know you've made the right one? What will you anchor to in the midst of the change?</p>	<p>What anchors the organization? What's unchanging? Why does the organization exist? Why is the change necessary? What are the guardrails/values used in the process? What is the centering question of the decision?</p>	
<p>Paper: The story</p> 	<p>What stories do you bring into the decision—stories about you or the people involved? Which stories do not serve the decision well? What do you want to bring to the story?</p>	<p>What stories are people in the organization telling about what is happening? What story will you tell? What is the story really about?</p>	
<p>Scissors: The loss</p> 	<p>What loss will you endure in this change? How do you connect with loss so you can show empathy as you deliver the message?</p>	<p>What loss will the organization endure? Who will lose more? What is on the other side of the loss? Why is it worth it? What are the losses associated with not changing that we are already experiencing?</p>	

*Anchoring questions are particularly useful anytime you are delegating authority for a decision. These can serve as guardrails for your designee and should be discussed at the time of delegation.

The RACI model:

A helpful tool in determining how and from whom you gather input during a decision-making process.



Decision Diagnostics

A tool to help you connect to the decision and the person making it.

Observe → Interpret → Intervene

How hot is the decision?

	1	2	3	4	5
Impact to others	Small				Large
Level of conflict	Low				High
Level of urgency	Low				High
Cost of bad call	Low				High
Connection to identity	Low				High
Nature of issue	Technical				Adaptive
Confidence/attention	Autopilot				Full attention

Decision

Heat Score:

And how about you?

	1	2	3	4	5
Impact on others	Small				Large
Internal conflict	Low				High
Sense of urgency	Low				High
Risk tolerance	Low				High
Role-identity overlap	Low				High
Expertise or comfort zone	Technical				Adaptive
Confidence/attention	Autopilot				Full attention

Decision-maker

Heat Score:

Brain type:

By which 'brain' are you most influenced?

Head-Brain	Gut-Brain	Heart-Brain
Intellect	Instinct	Emotion
Cognition	Intuition	Empathy
Reason		Compassion
Logic		

Highest-risk areas for this decision: (reference Heath 4 villains)

Emotion? Overconfidence? Narrow-framing? Confirmation bias? Others?

How I will mitigate them:

Put it into practice



- Sensitivity
- Reflection
- **Imagination**





final note &
invitation



**“When you change the way you look at things
the things you look at change.”**

Wayne Dyer



Getting in touch with me:

Amanda Noell Stanley

President & CEO

DePaul Community Resources

540-265-8923, ext. 8049

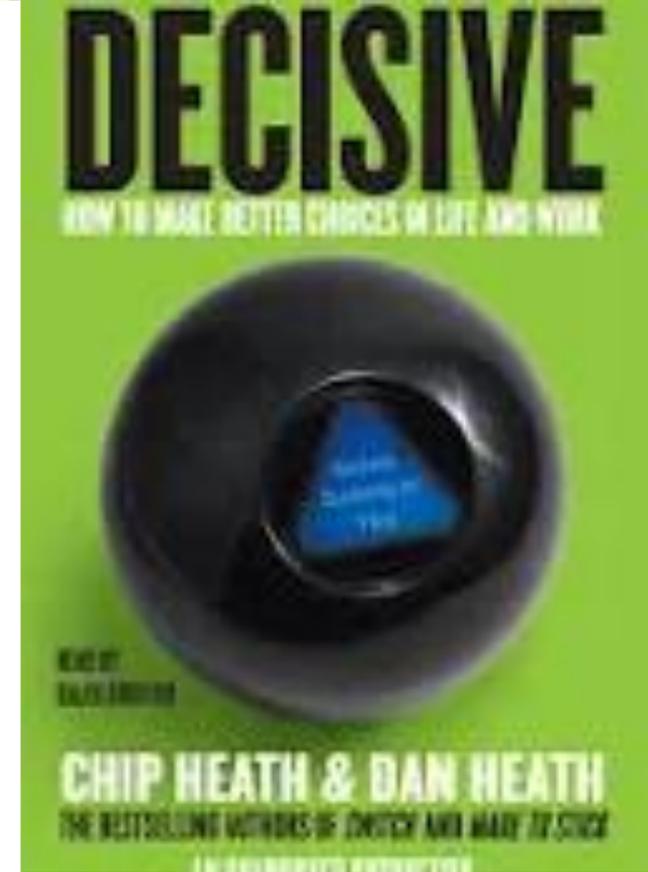
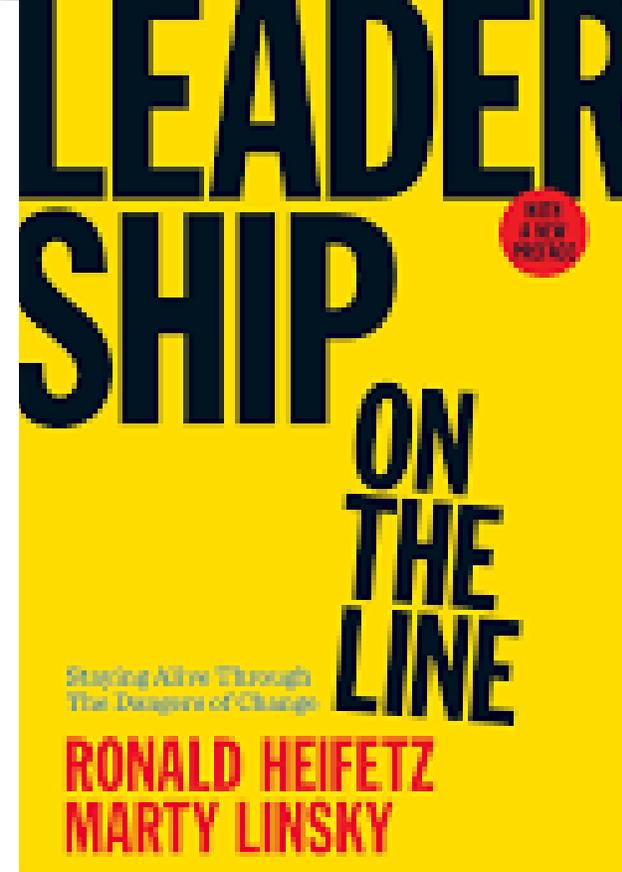
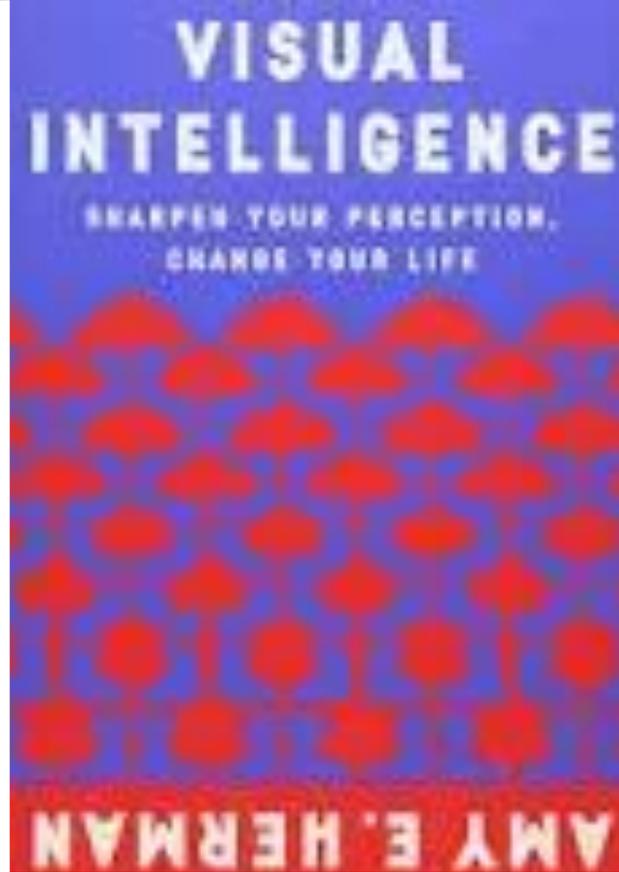
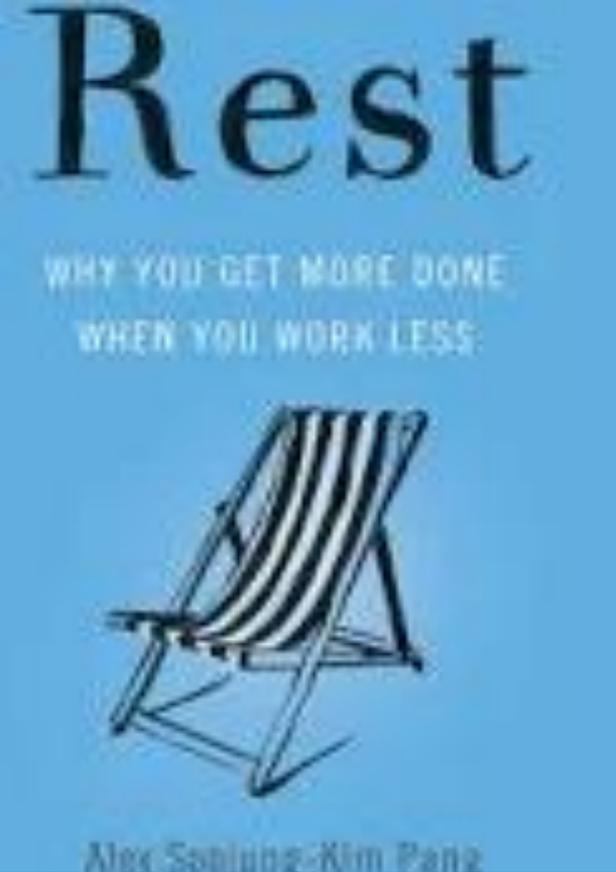
astanley@depaulcr.org

www.depaulcr.org

Or, view my new leadership blog at

www.rockpaperscissorslead.com





Sources & Recommended Reading

All photos courtesy of unsplash.com