

Four Dynamical Tensions: Assessing Your Leadership

How we behave as a group leader is not always the same as how we behave as a group member. Under stress we tend to revert to our underlying preferences. Fatigue, overload, project and decision deadlines, internal and external social and political pressures, and controversial topics are some of the possible sources of tension that we might experience during group work. Imagine yourself in such a setting as you work with a particular group as the leader. Place a check mark on your likely default positions in such a situation.

Task _____	_____	_____	_____	Relationship
Certainty _____	_____	_____	_____	Ambiguity
Detail _____	_____	_____	_____	Big Picture
Autonomy _____	_____	_____	_____	Collaboration

The learning journey is always a quest for increasing flexibility to produce more options for ourselves and our groups. Reflect on the following questions, and record your thoughts.

What are some patterns of discomfort to monitor in yourself as a group leader?

What are some hot-button topics coming up in groups you lead that will require personal flexibility for you as a leader?
