

**Figure 2.2: Using the Three Leadership Stances**

Considerations	Stance			Notes and Reflections
	Consultant	Collaborator	Reflective Coach	
How do I know which stance to choose?	<ul style="list-style-type: none"> <li>• Need to build background knowledge (of new staff or a new position) or have limited knowledge about the topic.</li> <li>• Have policy or procedure questions.</li> <li>• Staff specifically ask for your advice.</li> <li>• A quick decision is necessary.</li> <li>• Need to communicate alignment with mission, vision, and values.</li> </ul>	<ul style="list-style-type: none"> <li>• Need to foster collaborative thinking as a way to consider options for problem solving.</li> <li>• The person has sufficient background knowledge and understanding of the factors contributing to the problem or issue.</li> <li>• Staff specifically ask you to help them think something through.</li> </ul>	<ul style="list-style-type: none"> <li>• Need to support the staff members' generation of ideas.</li> <li>• Need to foster staff reflection on practice.</li> <li>• Need to foster self-coaching and self-direction.</li> <li>• Staff specifically ask you to coach them through how to handle an issue or problem.</li> </ul>	

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What does the stance look and sound like?	<ul style="list-style-type: none"> <li>• Use a confident, credible voice.</li> <li>• Sit up straight to deliver the advice.</li> <li>• Use resources like policy manuals, and mission, vision, values statements as tools to deliver the message.</li> <li>• Use the pronoun <i>I</i> (for example, I think it is essential to keep our values in mind when making this decision).</li> </ul>	<ul style="list-style-type: none"> <li>• Use a confident, credible voice.</li> <li>• Sit in a way that establishes a partnership (for example, side by side).</li> <li>• Reference shared resources strategically placed between the leader and the staff member.</li> <li>• Use the pronouns <i>we</i> and <i>you</i> and phrases like “Why don’t we . . . ” and “Let’s think about . . . .”</li> </ul>	<ul style="list-style-type: none"> <li>• Use an open, approachable voice.</li> <li>• Pay full attention to the staff member, and make strong eye contact.</li> <li>• Use the pronoun <i>you</i>, as in “So you are concerned about . . . .”</li> <li>• When responding, use a pattern of pausing, paraphrasing, and inquiring to open thinking, or probe for specificity to focus thinking.</li> <li>• Frame invitational questions to support thinking, such as, “What might be some ways to . . . ?” “What are some options you are considering?” and “What are some of the connections you are making?”</li> </ul>	

Source for stances: Lipton, L., & Wellman, B. M. (2003). Mentoring matters: A practical guide to learning focused relationships (2nd ed.). Charlotte, VT: Miralva.