

Leadership Development Tool

Leadership Functions	Professional Development Areas	Self-reflections
Know oneself as a leader	<ul style="list-style-type: none"> • Willingness to learn (we invest early in self-development or we pay later for our blind spots and skills gaps) • Awareness of own history, strengths, and blind spots • Recognition of one’s own capacities and willingness to stretch 	
Act as role model for staff and board members	<ul style="list-style-type: none"> • Skill in engaging others in learning process • Openness to sharing one’s own learning challenges and successes 	
Identify suffering and name organizational traumatization	<ul style="list-style-type: none"> • Understanding of differences between organizational lifecycle development, crisis situations, and organizational trauma/traumatization • Familiarity with concepts of organizational trauma and traumatization • Familiarity with secondary traumatic stress and vicarious traumatization • Skill in recognizing dynamics of individual and organizational distress 	
Contain impacts of traumatization	<ul style="list-style-type: none"> • Understanding of non-anxious leadership • Skill at recognizing when “hooked” 	
Offer optimism, confidence, and energy	<ul style="list-style-type: none"> • Ability to nurture an optimistic attitude • Skill at employing self-care techniques that rejuvenate energy and spirit 	
Provide frameworks for analysis and meaning making	<ul style="list-style-type: none"> • Skill at structuring conversations that are open, curious, and compassionate • Skill in applying concepts to understand dynamics and patterns • Ability to set and maintain healthy boundaries • Practice of reflection in action (“going to the balcony”) 	

Champion organizational strengths	<ul style="list-style-type: none">• Familiarity with strengths-based approaches• Ability to see your own and others' strengths• Skill at providing an positive context for conversations and work	
Model kindness and compassion	<ul style="list-style-type: none">• Practice of empathic and nonjudgmental listening• Practice of mindfulness techniques• Know the difference between "kind" and "nice"	
Ask for outside help when necessary	<ul style="list-style-type: none">• Recognition of positive and negative influences regarding asking for help• Recognition of "in over my head" danger signals	
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