

Process Leadership Grid

Initiative Phase	What the Group Needs to Do Now	Breakdowns	Typical Leadership Behaviors	Observations
Problem Presented	Understand the goal and guidelines	1. Rushing ahead without a clear picture	Ask for clarification; Check with the group as a whole to see if there is a clear understanding; Restate the goal and guidelines simply	
Plan/Strategy Developed	Brainstorm ideas	1. Lack of listening	Suggest that the group form a circle so that everyone can see and hear everyone else	
		2. One idea comes out and the group rushes ahead	Say "That's a great idea; perhaps we should get a few more ideas before we move forward ... who else has an idea?"	
		3. Endless talking without a purpose	Restate the goal and the ideas that the group has discussed so far; ask if one of those is good enough or if we need more ideas."	
		4. Groups splintering off	State your observation "we seem to be splitting up; we need to be together"	
	Select the best idea	1. The "Big Dog" pushes his/her idea 2. The group is talking but not deciding	"That sounds like a good idea. How do others feel?" State your observation "we seem to be talking but not making a decision. Here is what we've heard so far ... which idea sounds best?"	
Be clear on what each person has to do	1. People rushing in without clarity	Ask "are we clear on the steps and who does what?"		

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Plan Executed	Stick with the plan and execute it	1. Not sticking with the plan	Do your best; if a real breakdown, ask "can we pause for just a minute? We're not sticking with our plan. What did we agree to do?"	
		2. Individuals not following through with their agreed-upon roles	Provide respectful feedback; ask for commitment and follow-through with established plan	
	Troubleshoot issues as they arise	1. The group doesn't recognize that it is continuing to falter in the same areas	Ask for a time-out for the group to fine-tune its approach; suggest that the group circle-up; share your observations	
	Adjust approach / select a new approach when experience shows that this one won't work	1. Similar to above, the group isn't aware that their fundamental approach will not succeed 2. Poor communication in the decision-making process	Similar to above, ask the group to stop and share your thoughts that this approach can't work and why Demonstrate good listening; state your thoughts clearly; ensure that all voices are heard; clarify key problems encountered in using the previous approach; ask for alternative approaches to address key problems; ensure clarity and commitment to new plan	