



Optimizing **YOUR** Leadership for Greater **IMPACT**

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Mindset Map



Insight:

In and Out of the Box

Imagine these two scenarios:

Scenario A

In scenario A, you're invited to speak at a conference about your work.

Scenario B

In scenario B, you are called into another meeting by your supervisor to discuss work progress and any hold ups.

What was your reaction as you read scenario A? Were your feelings positive? Maybe you felt excitement or happiness as you imagined the fun or impact you might have? If so, this is what we consider the state of being out of the box: you feel creative, alive, open, or full of energy.

What about scenario B? Presumably less positive? Maybe you felt apprehension, annoyance, or even just neutral. This is what we consider an in the box state: you do not feel alive or open, and instead feel irritated or unmotivated.

In the Box

Feelings may include:

Boredom, flatness, a lack of motivation, frustration, anxiety, stress or fear, irritation, anger, exasperation, powerlessness, despair.



Out of the Box

Feelings may include:

A sense of possibility, energy, alertness, confidence, clarity.



Exercise:

Mindtraps questionnaire

Answer the following questions about yourself scoring:

- 1 for regularly (e.g., several times a week)
- 0.5 for very occasionally (e.g., once a month)
- 0 for rarely

1. When you are not at your best do you sometimes find yourself...

a) Over-planning or being reluctant to delegate because you have been overly focused on the downsides?	
b) Creating unnecessary stress by imagining worst case scenarios and potential downsides?	
c) Avoiding taking a course of action that you imagine might be risky (but later wished you'd gone with)?	
d) Making a mistake and dwelling on its implications?	
e) Taking a long time to make decisions in case you have missed something?	
Total	

2. When you are not at your best do you sometimes find yourself...

a) Assuming others will judge you more by your achievements, or comparing yourself to your peers and people in superior positions (and wanting to be more successful than the rest)?	
b) Succeeding in something and moving on to the next task with little celebration?	
c) Frustrated, given your drive to achieve, having to spend time consulting with and listening to others (especially if you don't value their opinion)?	
d) Never feeling quite satisfied with your achievements even though you have reached certain goals you have set yourself?	
e) Becoming very self-critical when things don't turn out the way you want?	
Total	

3. When you are not at your best do you sometimes find yourself...

a) Putting off the things you love to do in favor of 'getting the job under control?	
b) Putting up with things or tasks you disagree with or disapprove of?	
c) Putting your team, your family, and/or your job ahead of your own needs?	
d) Tending to over-protect others rather than letting them see the full consequences of a situation?	
e) Losing the fun at work and having your days feel like more of a chore?	
Total	

4. When you are not at your best do you sometimes find yourself...

a) Thinking 'there is nothing I can do about '?	
b) Thinking you've got too much going on and no time to do what's needed?	
c) Thinking that this organization/project/boss prevents me from performing in the way I could/achieving my goals?	
d) Having a good intention or big goal but not quite getting around to making it happen?	
e) Finding it easier to see fault in others than yourself?	
Total	

5. When you are not at your best do you sometimes find yourself...

a) Censoring or editing what you say in certain meetings?	
b) Holding back when you would like to put yourself forward?	
c) Seeing an individual's shortcomings more easily than their strengths?	
d) Setting high standards and criticizing yourself and others if you fail to meet them?	
e) Being judgmental of either yourself or others?	
Total	

6. When you are not at your best do you sometimes find yourself...

a) Worrying about what others think of you?	
b) Allowing yourself to agree to something that upon reflection you had rather you didn't?	
c) Becoming anxious (and perhaps more vague in your language) when conflict is likely?	
d) Going out of your way to accommodate others' needs (even when it seems to be taken for granted)?	
e) Being overly concerned about upsetting others?	
Total	

Total each section above and transfer the section total scores to the table below.

1. Worrier	
2. Prover	
3. Martyr	
4. Avoider/Victim	
5. Critic/Doubter	
6. Pleaser	
Total	

Insight:

Perceptual Positions

1 – Step Into Your Shoes

Look at the other person

- What do you **see**?
- What do you **feel**?
- What are you **thinking**?
(assumptions, beliefs)

2 – Step Into Their Shoes

Look back at yourself

- What do you **see**?
- What do you **feel**?
- What are you **thinking**?
(assumptions, beliefs)

3 – Step Into Observers Shoes

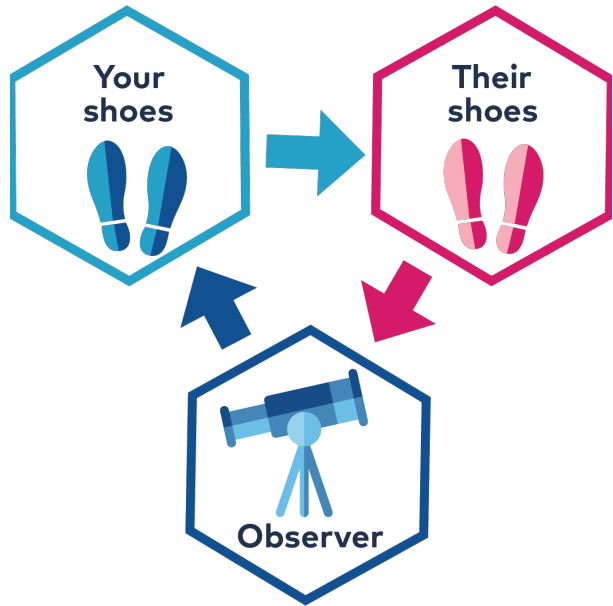
Look at yourself and the other person

- What do you notice?
- What do you think might be helpful?

4 – Step Into Your Shoes Again

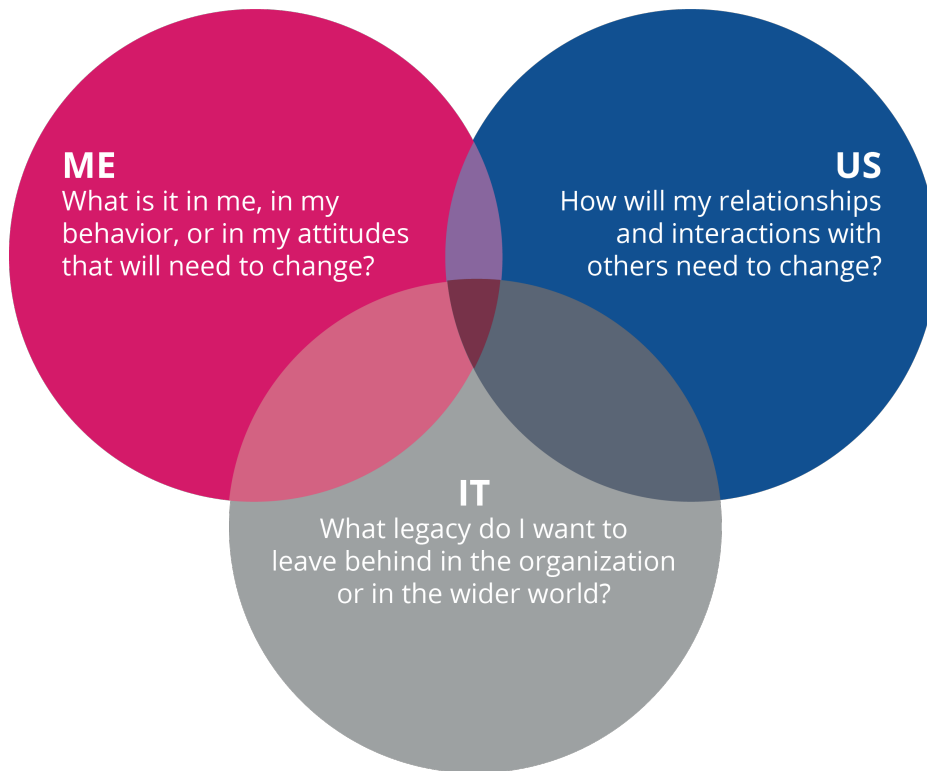
Look at the other person

- What new insight or understanding do you now have that you didn't have before?
- What do you want to do?



Me, Us, It

For a vision to be sustainable it must challenge us in three areas: ME, US, and IT. The best vision not only defines how it relates to all three areas, but also defines how each of those are interlinked. It is in this overlap where a vision is brought to life.



Overcoming Resistance to Change

$$D \times V \times F > R$$

Dissatisfaction
with the status quo

Clear,
compelling and
shared **Vision**

The **First** Steps
towards action
and creating
momentum

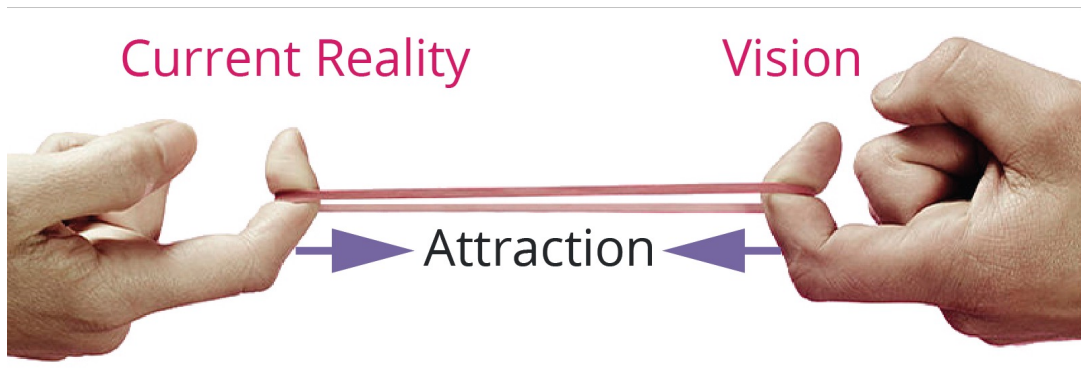
Resistance
to Change

Exercise:

Developing my vision and purpose

You were introduced to the idea of a 'Rubber Band' that contrasts your current reality with your vision. Have a go at drafting your own Rubber Band. Be sure to consider ME, US, and IT.

Rubber Band



ME

ME

US

US

IT

IT