

LEADING FOR "WE" IN THE AGE OF "ME"

THE ART

*of*

EVERY

THING

W O R K B O O K

DR. GARY WADDELL





THE ART  
*of*  
EVERY  
THING

WORKBOOK

DR. GARY WADDELL

Copyright © 2020 by Gary Waddell

Cover design by 100Covers.com  
Original cover art by Avi Juni  
Interior design by FormattedBooks.com

All rights reserved. No part of this publication may be reproduced, distributed, or transmitted in any form or by any means, including photocopying, recording, or other electronic or mechanical methods, without prior written permission of the author, except in the case of brief quotations embedded in reviews and certain other non-commercial uses permitted by copyright law. For permission requests, please email [artofeverything@garywaddell.org](mailto:artofeverything@garywaddell.org).

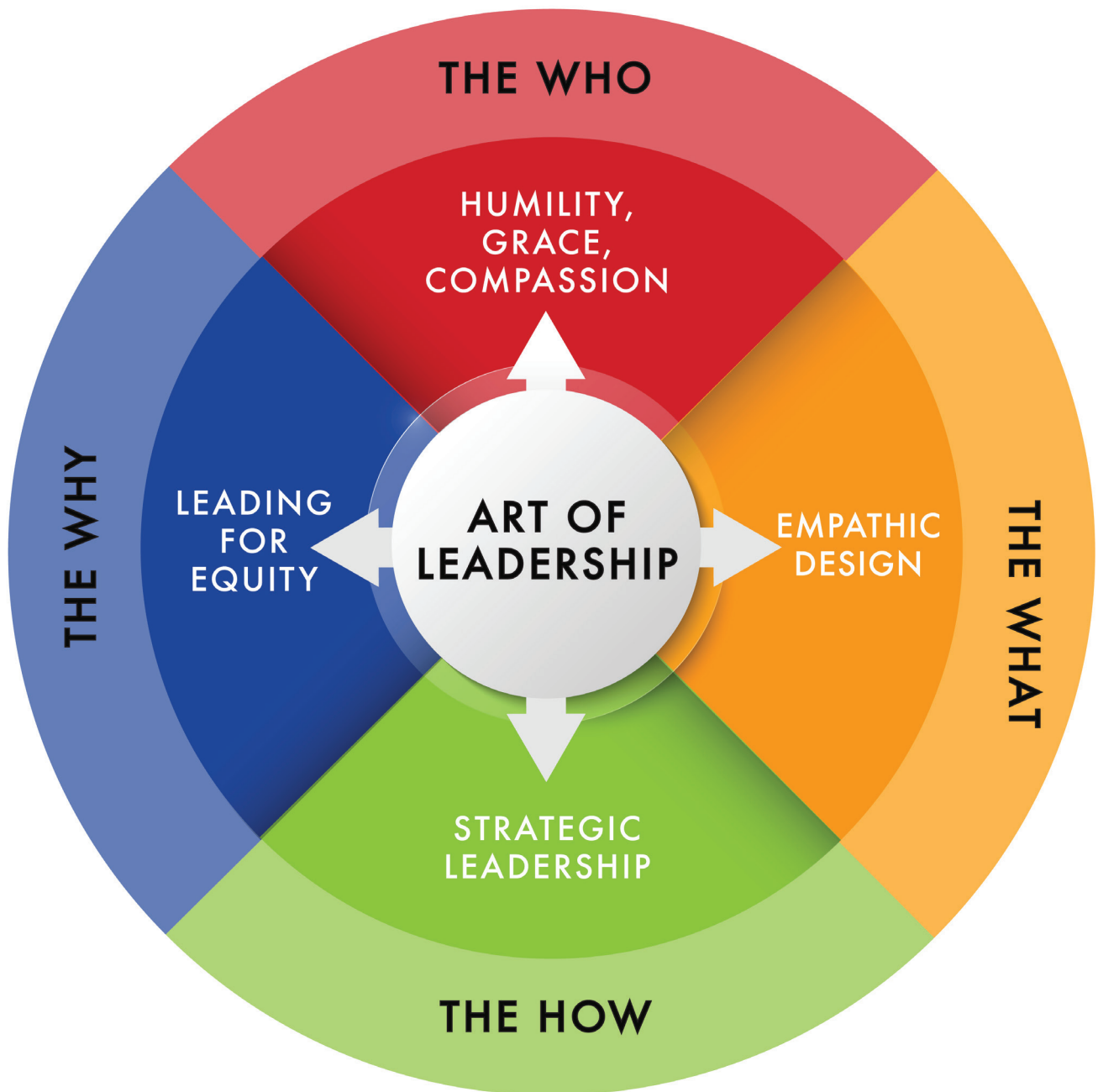
[artofeverything@garywaddell.org](mailto:artofeverything@garywaddell.org)  
[www.garywaddell.org/art](http://www.garywaddell.org/art)

The Framework for Artful Leadership provides guideposts to impactful and connected leadership. These areas operate in concert with one another and provide multiple entry points into leadership that is more artful, empathic, and impactful.

This workbook provides reflection questions and tools for each of the five core components of the framework containing the following:

- **Description.** A brief description of the area is provided.
- **Reflection questions.** Self-reflection is a core condition of Artful Leadership. These questions are provided for your own personal reflection or to be used as discussion prompts as you engage with others around the content.
- **Asset Map.** A quick self-assessment tool to help you gauge your strengths and opportunities around each component of artful leadership. This tool is a quick temperature check on a few critical dimensions of the component and is provided as an additional tool for self-reflection or small group shared inquiry.
- **Starting Strategies.** A brief sampling of some strategies to get you started in building competency in each area are provided. While the best ideas will come from your own self-reflection and conversations with trusted colleagues, the ideas here can help get your creative juices flowing!

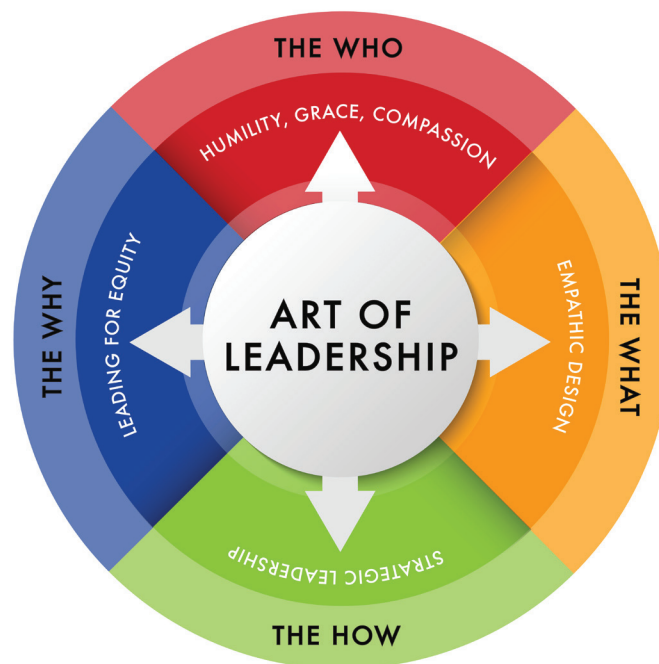
# THE ARTFUL LEADERSHIP FRAMEWORK



# SECTION

# 1

## THE ART OF LEADERSHIP



**Description:** At the very heart of the framework lies the “Art of Leadership.” This key condition lies at the center of guideposts that line the path towards artful leadership. I challenge the leader to approach her work in the same way that an artist approaches hers — as a creative tinkerer who crafts work that is grounded in creativity, skill, imagination, and passion!

### Reflection Questions:

- When you are at your most creative — whether painting, dancing, cooking, writing, or brainstorming — how do you feel? What is it like for you when you are “in the zone” of creativity?



- How have you observed groups to behave differently when they are in a creative, spontaneous mode versus being rigidly task-oriented and hyper-focused on avoiding mistakes?
- Have you ever watched artists at work? How would you describe them? What were they doing and how were they doing it?
- What 3 words would you use to describe groups you have participated in who were engaged in a creative, generative space? How can you find opportunities to capture those same traits in your leadership?

### Asset Map:

Rate yourself on the following traits and habits of mind. Place an “X” on the line where you rank on each dimension:

NOT ME! - - SOMETIMES ME - - USUALLY ME - - SO ME!

I trust the process. ....

I like divergent ideas. ....

I like to playfully create. ....

I don't worry if an idea doesn't work. ....

I regularly build my skillset. ....

I like to tinker with ideas. ....

I like new ways of packaging old ideas. ....

I enjoy collaborating with others. ....

I enjoy seeing a team explore new ideas. ....

I am comfortable with processes that are messy at first. ....

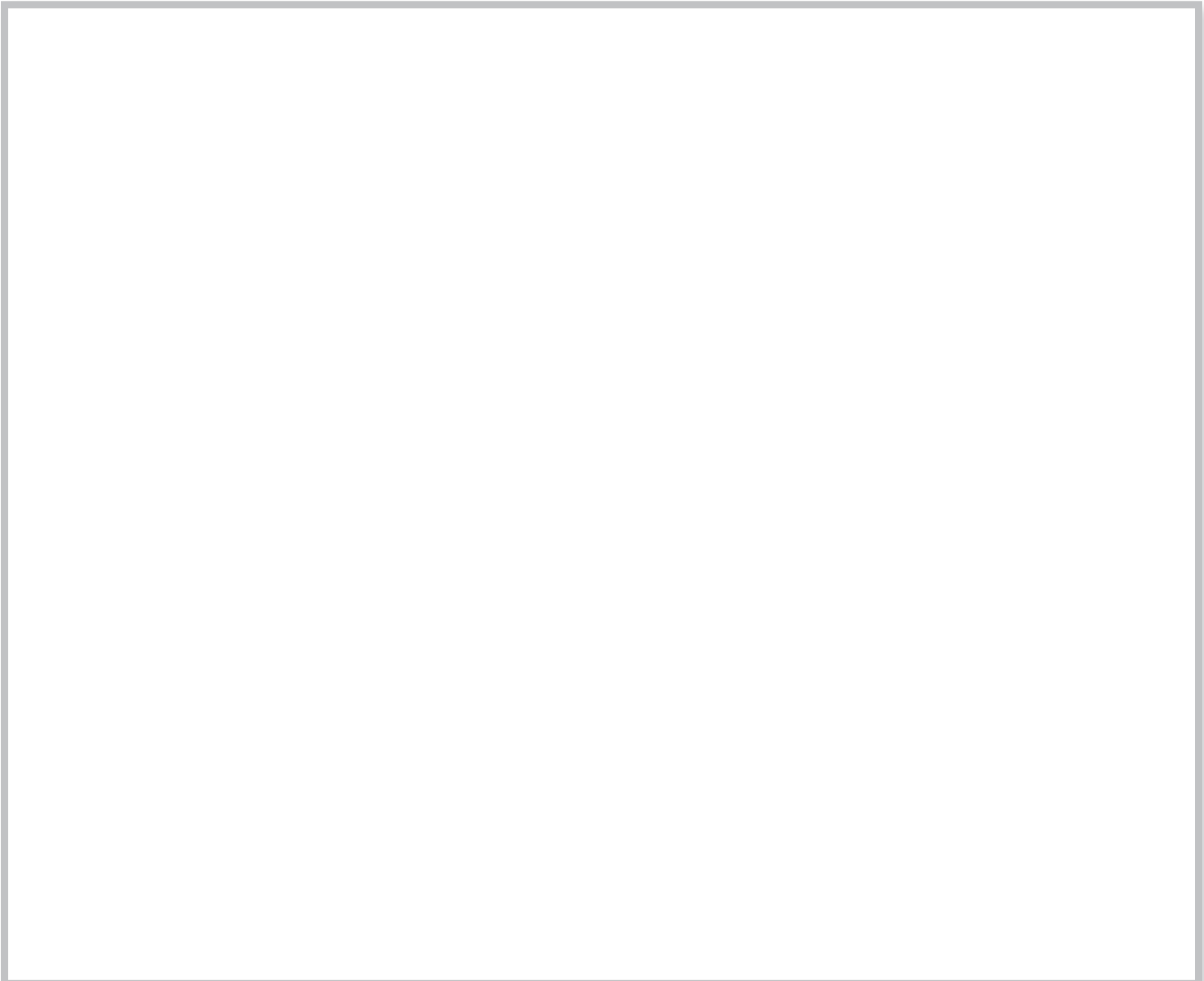


## Starter Strategies:

Reflect on your scores above. What strategies will you employ to move further along the continuum toward artful leadership? Consider some of the strategies below — or devise your own.

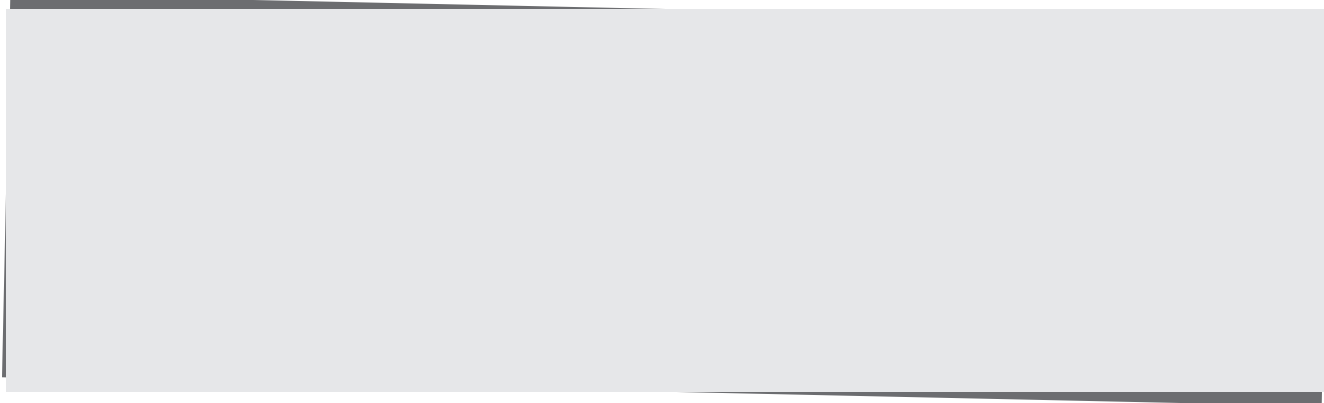
- Generate 3 ideas for how you can be more artistic in your approach to leadership.
- Think about a new project or initiative – what would it look like if you engaged the team as creative co-designers?
- Observe an artist at work. What do you see? How could these traits inform your own leadership?

Brainstorm strategies that you will employ to improve your skillset in this area.

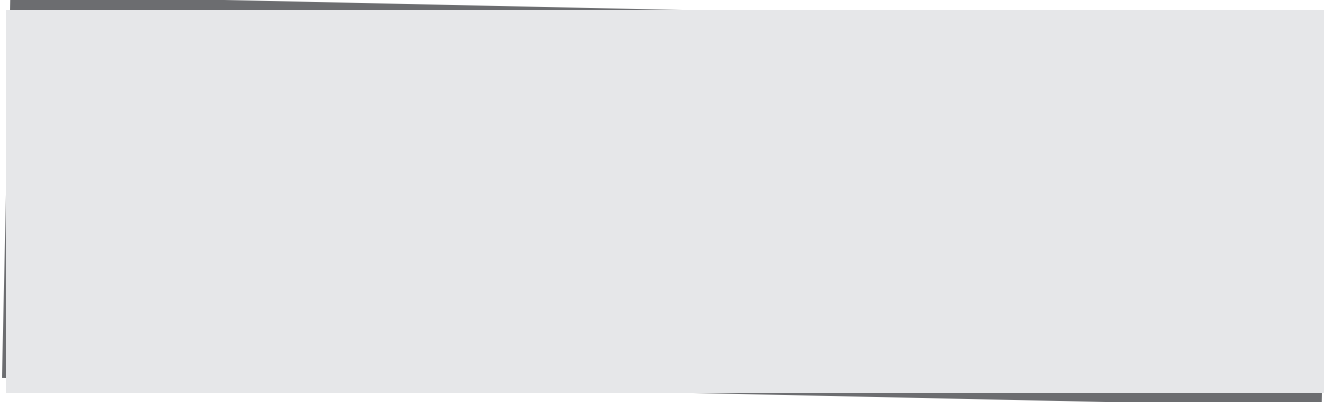
A large, empty rectangular box with a thin grey border, intended for the user to brainstorm strategies for improving their leadership skillset.

# Reflect and Plan

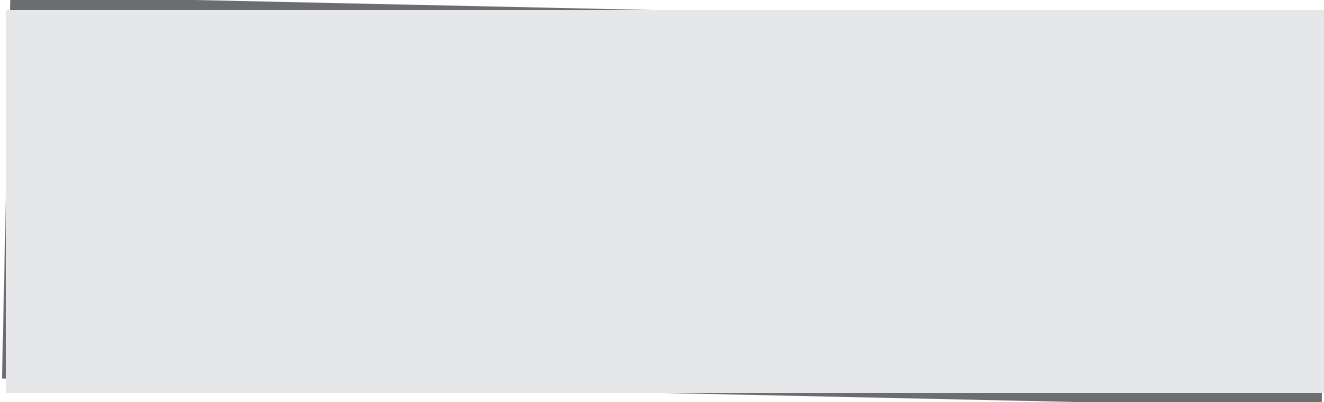
What are your strengths in approaching leadership as an artform?



What are three things you will do to be more artful in your leadership?



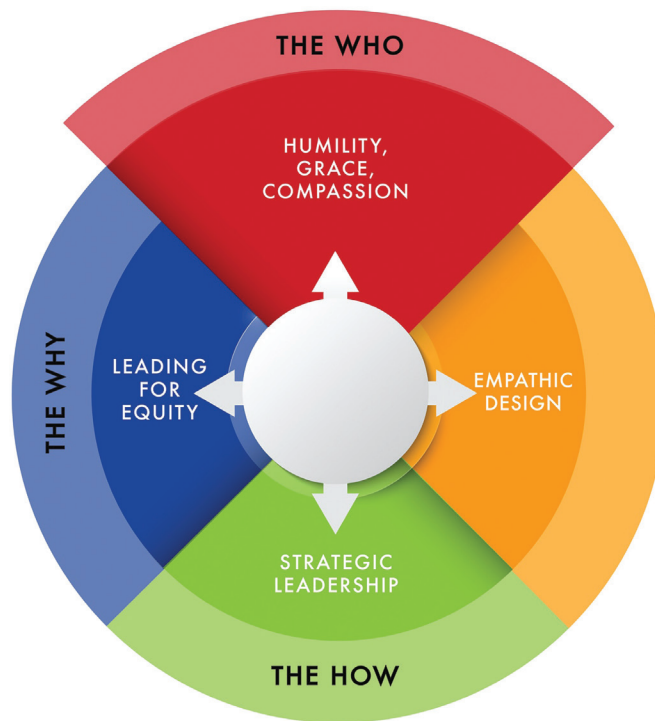
What do you still want to know more about?



## SECTION

# 2

# HUMILITY, GRACE, AND COMPASSION



**Description:** The artful leader brings her authentic self to the work. She is humble and understands that her world view impacts her work and that others bring their own, equally valid, perspectives. The artful leader is also compassionate. He practices a gentle acknowledgement that all team members and clients, regardless of their experience, background, or approach, deserve honor and respect. These traits contribute to a gracefulness and dignity with which the artful leader conducts his work. This leader is willing to take strong stands for what is right and make courageous decisions, but does so with a sense of humility and compassion.

## Reflection Questions:

- Reflect on an experience with someone who had a drastically different idea or point of view from yours. How did you feel? Were your defenses up or were you curious to learn more about their point of view?
- Think about a time that you were compassionate to a colleague or team member when you didn't have to be. What happened? How did you feel? What was the impact on the other individual? What was the impact on the team?
- How do you balance compassion and accountability in your supervision and leadership? Is there compassionate accountability? What does that look like for you?
- Reflect on a time when you were certain of the outcome or best answer in a situation, but someone with a different point of view saw it very differently. Did one of both of you change your opinion? Was the final decision richer because it was grounded in divergent experiences? Would you handle it differently if you had it to do over?
- How do you ensure that those with different ideas, divergent life experiences, and alternate points of view have a safe space to share their perspectives?



## Asset Map:

Rate yourself on the following traits and habits of mind. Place an "X" on the line where you rank on each dimension:

NOT ME! - - SOMETIMES ME - - USUALLY ME - - SO ME!

I value differing opinions. ....

Others' opinions often deepen my thinking. ....

I easily admit when I'm wrong. ....

I listen to understand. ....

I believe that my experiences impact how I view things. ....

I endeavor to assume positive intent. ....

I catch myself when I jump to conclusions about others' motives. ....

Better decisions emerge from diverse experiences and points of view. ....

I practice active listening. ....

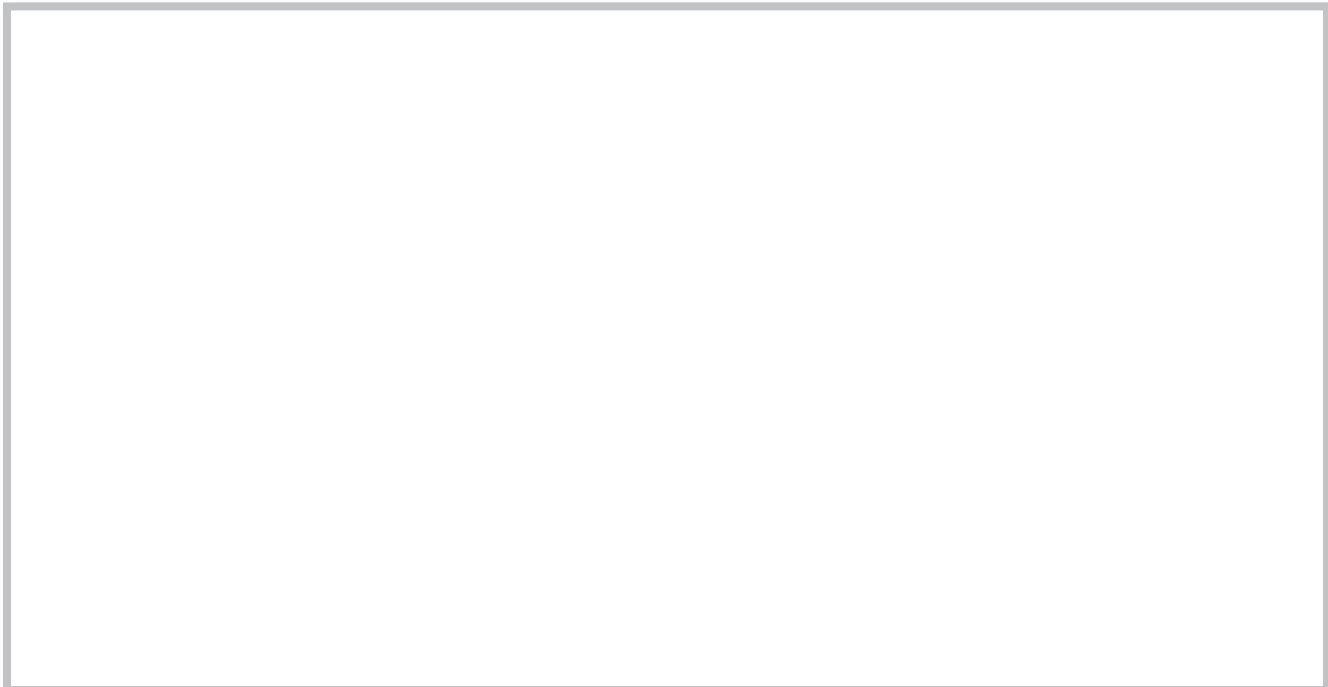
I help my teams respect divergent points of view. ....

## Starter Strategies:

Reflect on your scores above. What strategies will you employ to move further along the continuum toward more humble, graceful, compassionate leadership? Consider some of the strategies below — or devise your own.

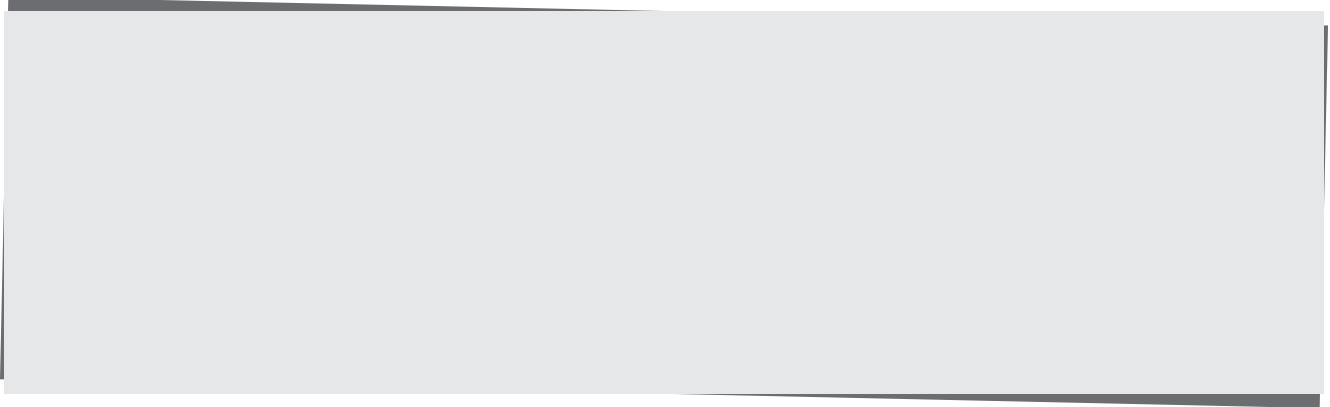
- Have a conversation with a trusted colleague who has a different life experience or background from your own about times when each of your perspectives were discounted. Share a time when your experience was validated and respected. How were those experiences different? What were the short- and long-term impacts of those experiences?
- Make an explicit effort to acknowledge and encourage someone who has a differing or unpopular view to share their ideas and thinking. What was the impact in the moment? How did it impact your relationship?
- Plan strategies to balance compassion and accountability. Discuss your strategies with a colleague or friend. What are the challenges and opportunities in doubling down on compassionate accountability?
- Roleplay listening and validate others' experiences and points of view. Engage in reflective listening in which the other party knows that they were accurately heard. Practice this skill in your conversations and reflect on the outcomes.

Brainstorm strategies that you will employ to improve your skillset in this area.

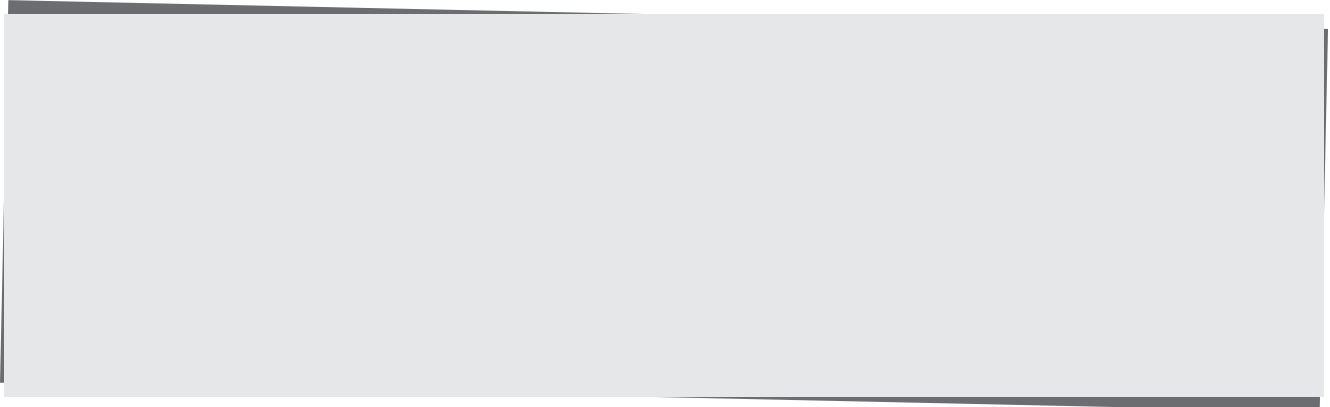


## Reflect and Plan

When it is easiest for you to lead with humility, grace, and compassion?



When is it the hardest to model these traits? How can you be more intentional about practicing these traits on a daily basis?



What do you still want to know more about?







# SECTION

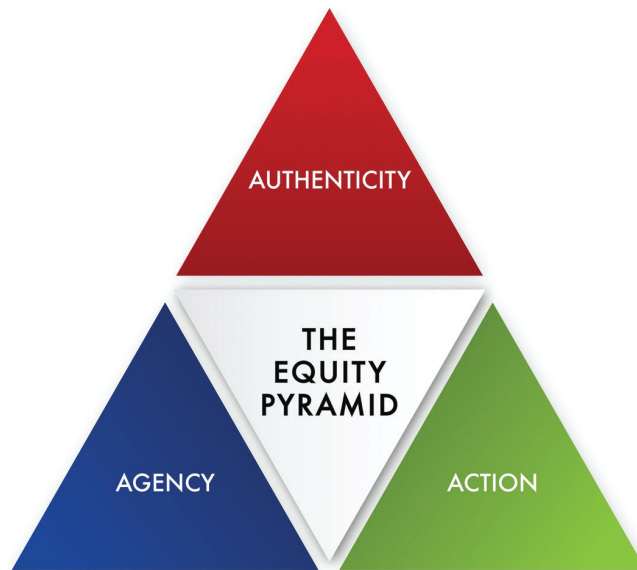
# 3

## LEADING FOR EQUITY



**Description:** A strong sense of “why” is critical for leaders. Focusing on equity and committing to creating systems that effectively serve *all* is a central pillar of artful leadership. This guidepost encourages leaders to engage in their own self-reflection and awareness work — and then to take action to ensure that the systems in which they lead create equitable opportunity and promise for all.

The Leading for Equity component of the Framework includes The Equity Pyramid which is comprised of three central components of equity leadership. The three components are Authenticity (engaging authentically and genuinely in the equity conversation); Action (actively working to change systems and shift historic inequities); and Agency (courageous equity-based leadership and empowerment).



## Reflection Questions:

- Reflect on your own racial, ethnic, and cultural background. How do they influence who you are? How do they influence how you lead?
- Most organizations and systems are built on majority norms, beliefs, and expectations that define “belonging.” How have you observed that dynamic impact those who are framed as “other?” How can the systems in which you operate decrease the dynamic of “othering” and expand belonging?
- Reflect on a time when you were in a minority of some sort in a work or social setting and were marginalized. How did you feel? Were your opinions considered differently? If you have not had this experience, devote time to understanding how others experience this whether through reading, conversations with trusted colleagues or friends, or observation. How can the systems in which you operate be more inclusive in genuine and substantive ways?
- In what ways are systems welcoming of all cultures and ethnicities beyond surface efforts such as highlighting celebrations, attire, and food? In what ways do systems engage in deeper acknowledgement of various cultures?
- How do you incorporate equity considerations into your organizational decision-making? When are those conversations difficult to have? What strategies can you employ to engage in these critical conversations even when they are awkward or unwelcomed?

## Asset Map:

Rate yourself on the following traits and habits of mind:

NOT ME! - - SOMETIMES ME - - USUALLY ME - - SO ME!

I think about my race/ethnicity and how it influences my work. ....

I am aware of the impact of systemic racism in the systems in which I work. ....

I make efforts to understand the views and perspectives of those who have different life experiences from my own. ....

I ensure that all voices are heard and that historically under-represented stakeholders and team members are actively involved in decision-making. ....

I take time to learn about the cultures and backgrounds of those with whom I work. ....

I understand the complexity of equity work and that it is work that is sometimes messy and requires daily commitment. ....

I work to acknowledge and counter my own implicit bias. ....

I regularly engage in dialogue about anti-racist, equitable policies. ....

I confront bias and racism when I encounter it. ....

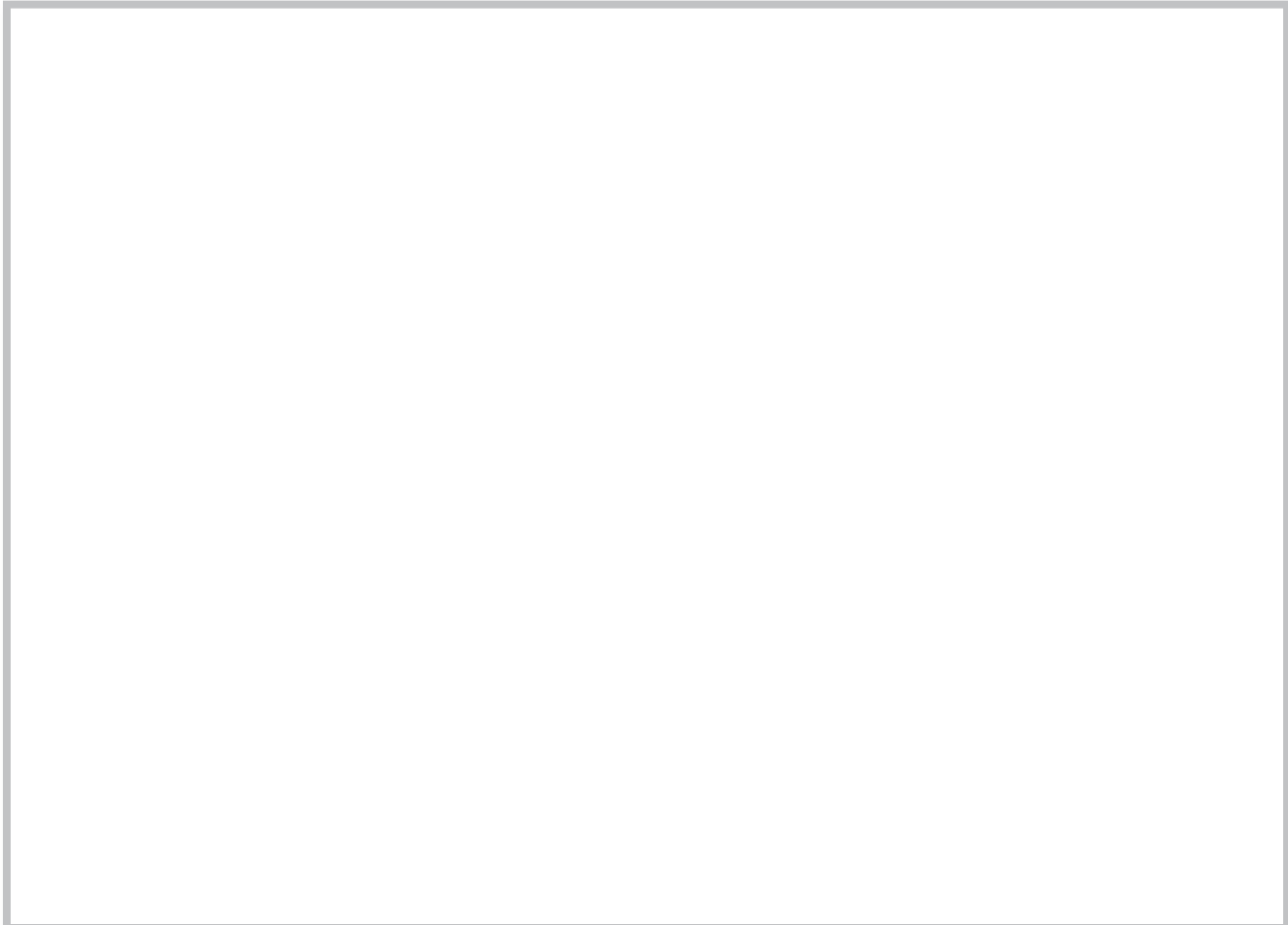
I find ways to ensure I bring an equity lens to my leadership practice. ....

## Starter Strategies:

Reflect on your scores above. What strategies will you employ to move further along the continuum toward equitable practice? Consider some of the strategies below — or devise your own.

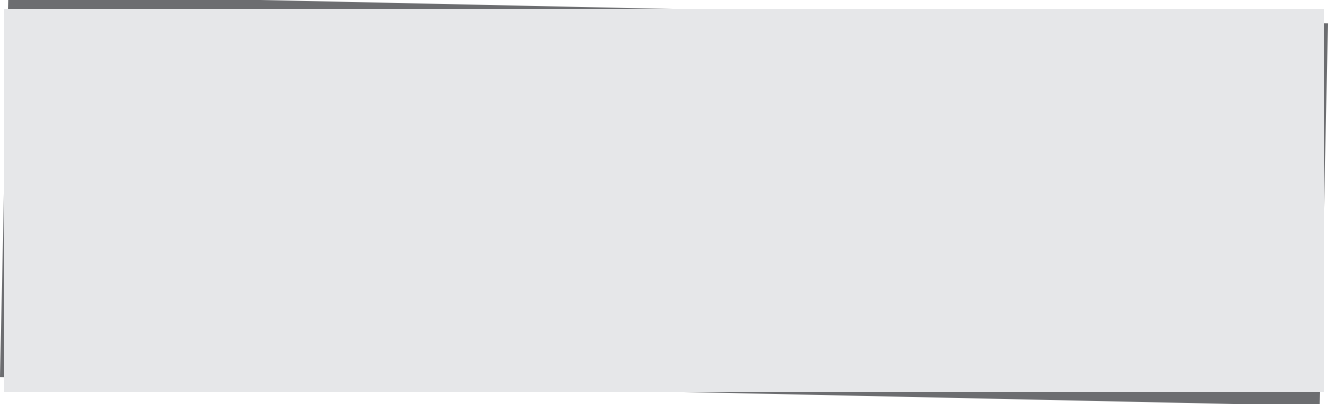
- Be consciously aware of the impact of implicit bias; explore your own and be cognizant of its pervasive presence and influence.
- We each come with the lenses of our cultures and experiences modified by our intentional work to broaden our perspective – take daily action to understand the experience of those different from you.
- Advocate for policies that are inclusive and that ameliorate historic inequities.
- Commit to expand your field of vision through reading, conversation with others, and regular self-reflection on the impact of privilege.

Brainstorm strategies that you will employ to improve your skillset in this area.

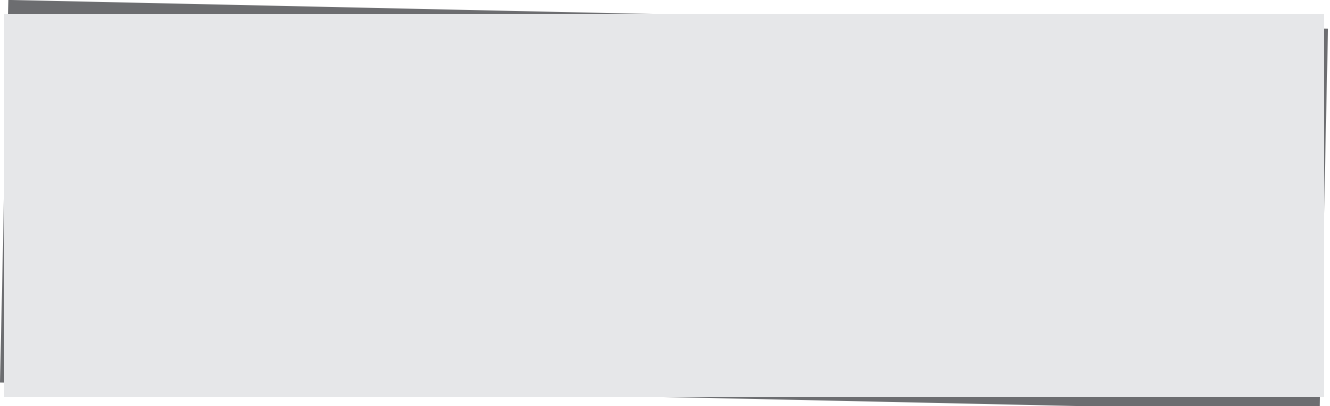
A large, empty rectangular box with a thin grey border, intended for the user to brainstorm strategies for improving their skillset in equitable practice.

## Reflect and Plan

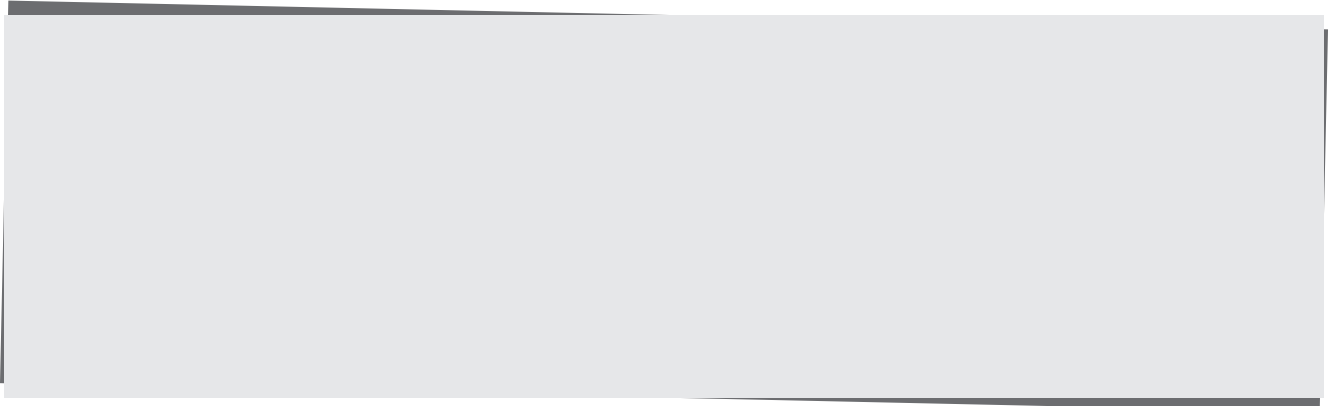
What are your strengths in leading for equity? What are your chief challenges in maintaining an equity focus?



What are three things you will do to be deepen your understanding of equity?  
What are three things you will do to make your work environment more equitable?



What do you still need to know more about? How will you learn it?



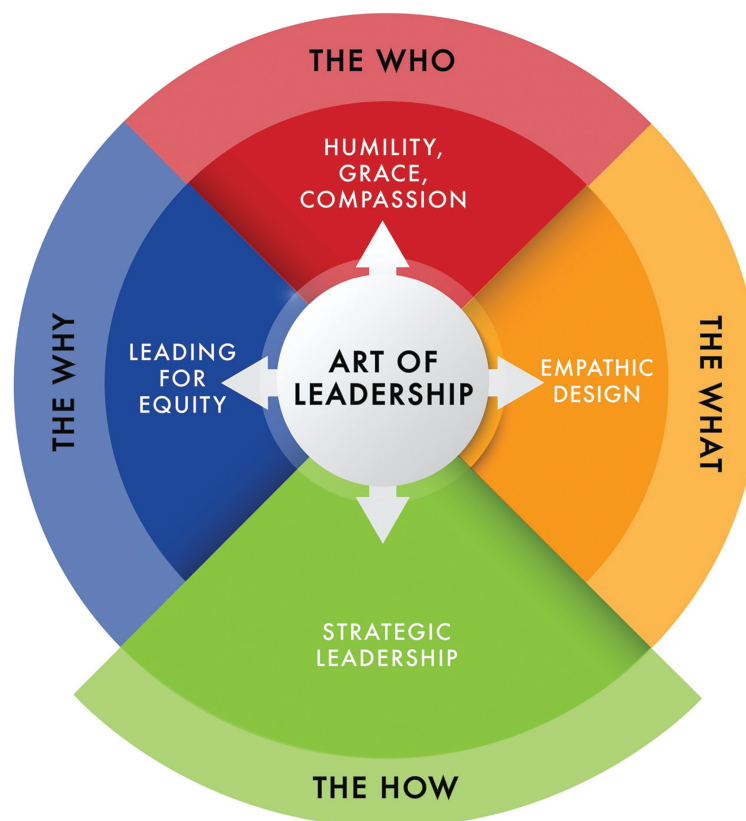




# SECTION

# 4

## STRATEGIC LEADERSHIP



**Description:** The artful leader is strategic. He approaches planning and supervision in thoughtful and intentional ways, moving ever closer to organizational goals while establishing a climate of collaboration and creativity. The strategic leader is planful. His supervision is thoughtful and intentional, resembling coaching the majority of the time. He understands the impact of building the capacity of staff to be creative, independent thinkers and problem-solvers.

## Reflective Questions:

- As a leader, to what extent do you hold space for collaboration, connection, and consensus-building?
- When supervising, how do you balance inquiry and open-ended questioning with explicit direction-setting?
- How do you approach an employee who is struggling with an issue, a relationship, or a decision?
- How do you plan and conduct meetings in which inquiry and collaboration are key components?
- How do you attend to the longer-term goals of building your team's capacity for high caliber work, focused collaboration, and creativity?
- Beyond salary, what strategies do you employ to make your organization a place where the most creative, smartest, most collaborative people want to work? How do you ensure that they are continually growing and are fulfilled?



## Asset Map:

Rate yourself on the following traits and habits of mind:

NOT ME! - - SOMETIMES ME - - USUALLY ME - - SO ME!

My supervision looks more like coaching than evaluating most days. ....

I have success in hiring creative and collaborative people. ....

When interviewing, I stress self-reflection and creativity. ....

My workplace is an exciting and engaging place to work. ....

I approach supervision with a capacity-building lens. ....

I frame mistakes as a positive part of the improvement process. ....

I spend time planning processes to plan that include multiple stakeholders and perspectives. ....

I think strategically about the outcome before I begin. ....

I frame my work in a context of purpose and meaning-making. ....

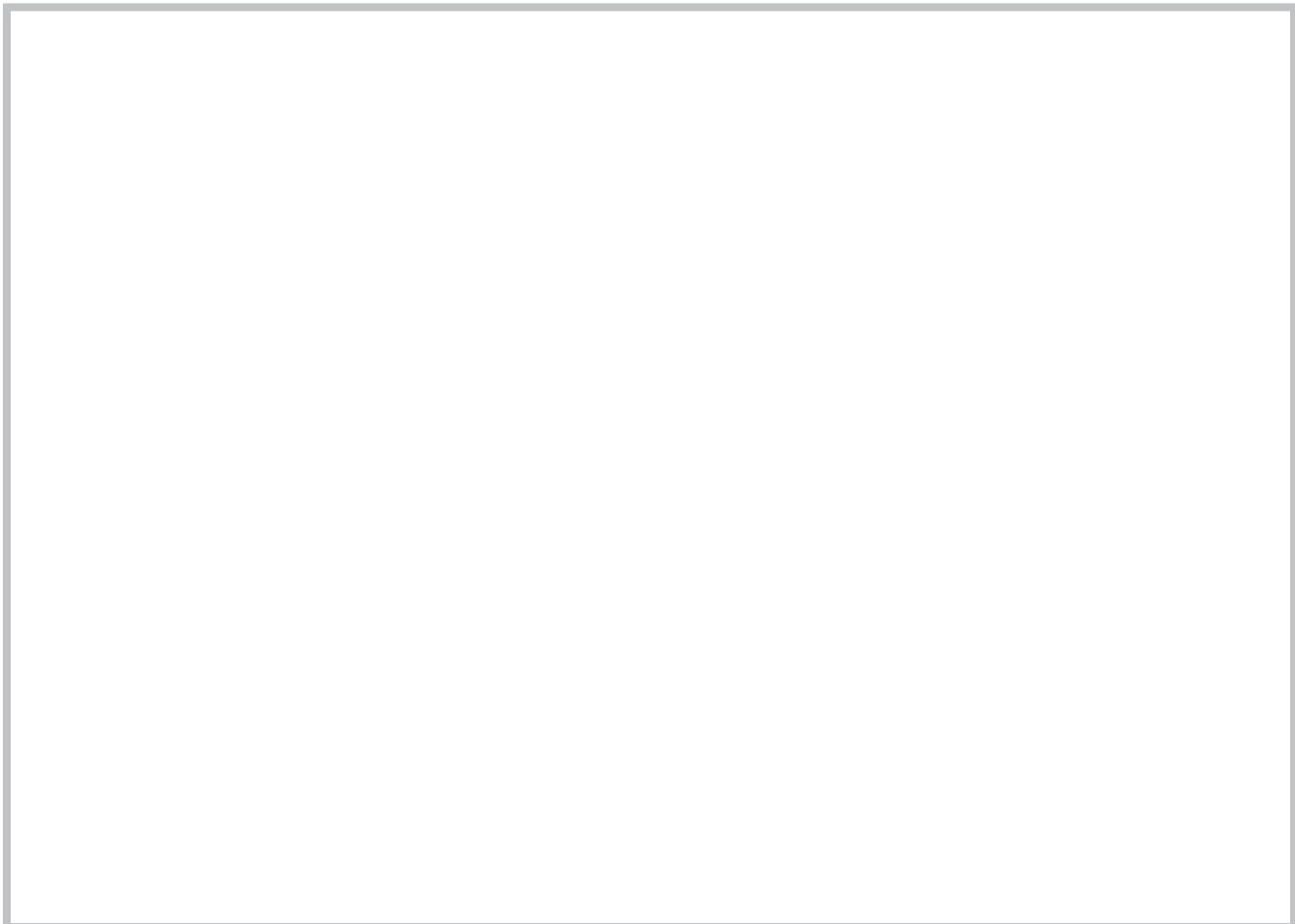
I co-construct initiatives with multiple stakeholders. ....

## Starter Strategies:

Reflect on your scores above. What strategies will you employ to move further along the continuum toward strategic leadership? Consider some of the strategies below — or devise your own.

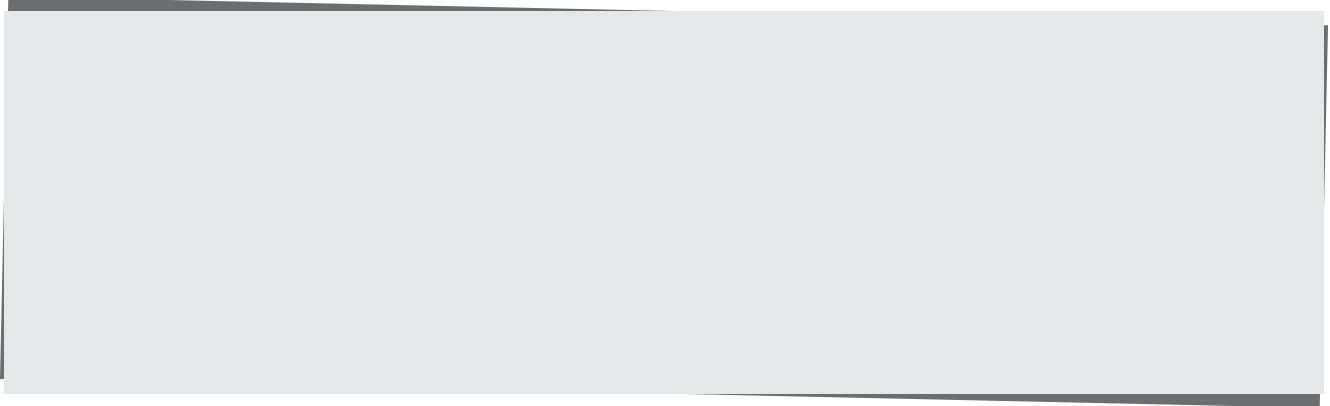
- When in supervision conferences, set a goal for your conversation to be 80% questions or conversation and only 20% giving information or direction-setting. Reflect on how this balance shifts the tone and conversation of your conversation and relationships.
- Guide your team members to more deeply understand the core issues at hand by asking a series of “Why” questions which invite them to delve deeper into the issues and dynamics at hand.
- Find opportunities to roll up your proverbial sleeves and work alongside your teams. Reflect on what you learned about the work, the culture, and relationships with staff. What did you learn that you didn’t know before?

Brainstorm strategies that you will employ to improve your skillset in this area.

A large, empty rectangular box with a thin grey border, intended for the user to brainstorm strategies to improve their skillset in the area of strategic leadership.

## Reflect and Plan

In terms of approaching your leadership with thoughtful and informed strategy, what are your chief assets?



Reflect on a recent meeting or conversation that didn't go well. How could you have been more strategic in planning the interaction? How might the outcomes have been different?



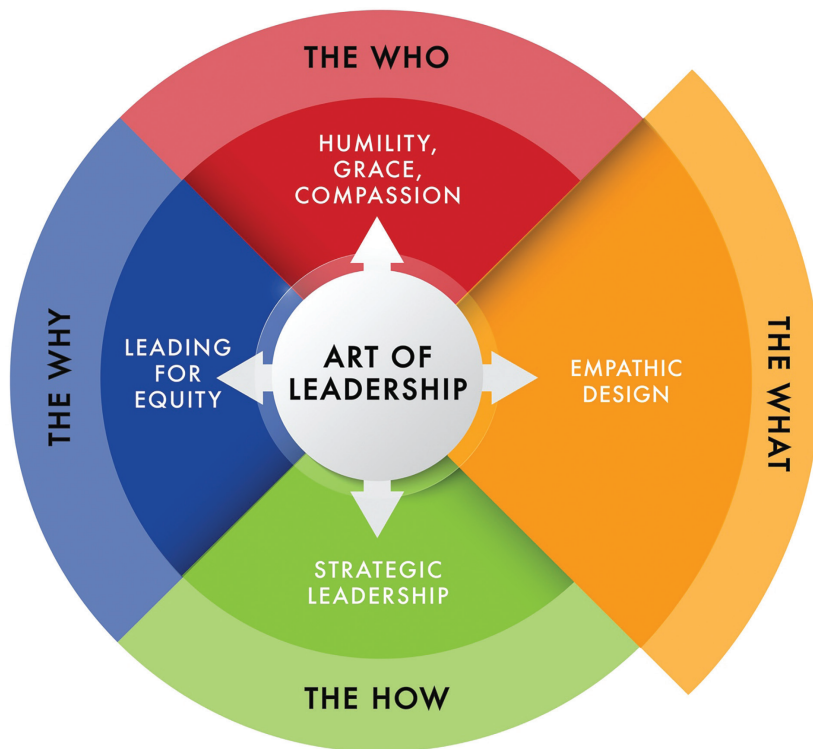
What do you still want to know more about?





# SECTION 5

## EMPATHIC DESIGN



**Description:** The artful leader brings a designer’s mindset to the work of planning and leadership. Leveraging empathy, the leader approaches the work of planning by first making intentional efforts to deeply understanding the lived experience of the eventual users of the project, initiative, or product under consideration. She serves as facilitator and guide to an inquiry-based process rather than working from more traditional solution-based problem-solving models.



## Reflection Questions:

- When you are launching a new initiative, product, or service, do you take time to brainstorm without limiting yourself or your team's thinking?
- Do you encourage out of the box thinking and intentionally suspend pre-conceived notions with which you walked in the door?
- Do you regularly engage in conversations to understand, without judgement, the perspectives, needs, and wants of your clients and end users?
- When planning, is your work environment conducive to an atmosphere of playful experimentation? Are mistakes and failures welcomed — and even celebrated — as part of the design process?
- Once a plan has been developed in an inclusive and thoughtful way, how do you balance implementing the plan without getting distracted while building in opportunities for check-ins and recalibration?



## Asset Map:

Rate yourself on the following traits and habits of mind:

NOT ME! - - SOMETIMES ME - - USUALLY ME - - SO ME!

I begin planning processes by interviewing stakeholders about their needs and wants.

.....

I encourage open-ended brainstorming and a playful, generative design mindset.

.....

I refrain from letting my preconceived notions of outcomes drive planning processes.

.....

I facilitate in ways that encourage teams to refrain from jumping too quickly to solutions.

.....

I endeavor to more deeply understand other's perspectives.

.....

I foster a work environment in which experimentation is encouraged and failure is celebrated as an expected byproduct of effort and ingenuity.

.....

I practice active listening.

.....

I conduct open-ended brainstorming without preconceived notions.

.....

I am willing to try solutions and adapt them as I learn.

.....

I intentionally include those with differing opinions in decision-making.

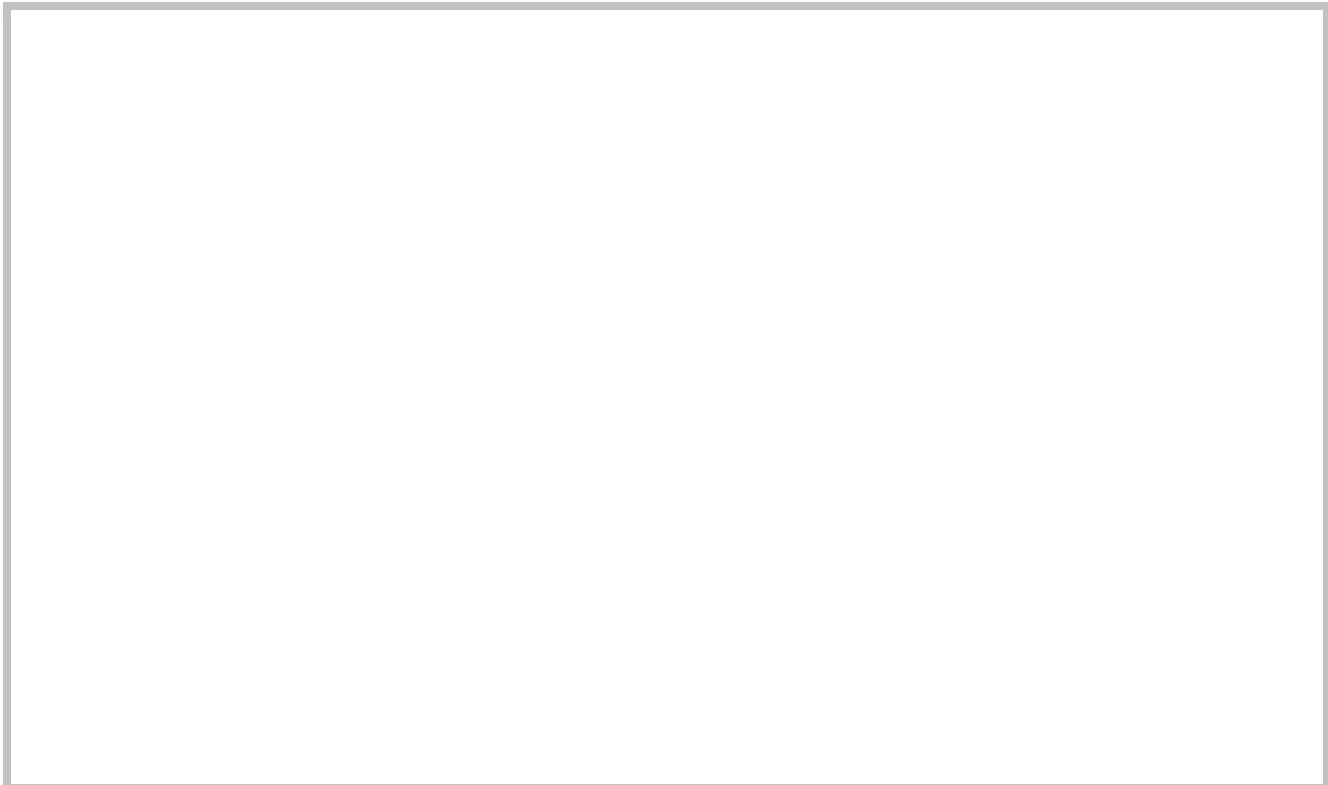
.....

## Starter Strategies:

Reflect on your scores above. What strategies will you employ to move further along the continuum toward more empathic leadership? Consider some of the strategies below — or devise your own.

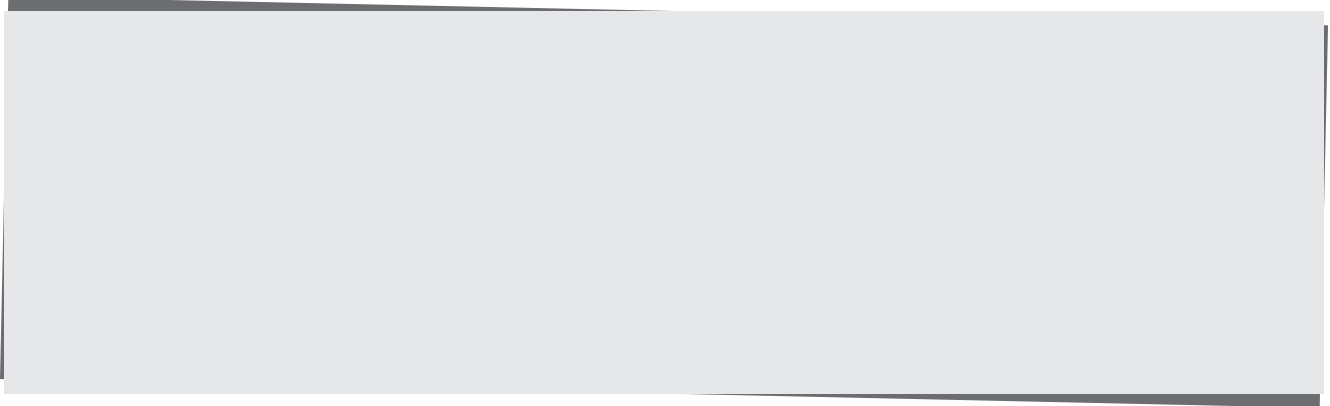
- Practice strategies such as open-ended brainstorming on low stakes processes to build your team’s capacity when the stakes are high.
- Begin brainstorming sessions with guidelines such as deferring judgement, suspending concerns about limitations, or self-editing comments before speaking.
- Plan for design processes that generate multiple diverse outcomes to explore, test, and refine.
- Establish a practice of intentionally working to understand the perspective of end users.
- Practice leadership skills that balance “loose” and “tight” approaches – being loose on creativity, generative thinking, and playful experimentation and “tight” on process, inclusive practices, and collaborative norms.

Brainstorm strategies that you will employ to improve your skillset in this area.

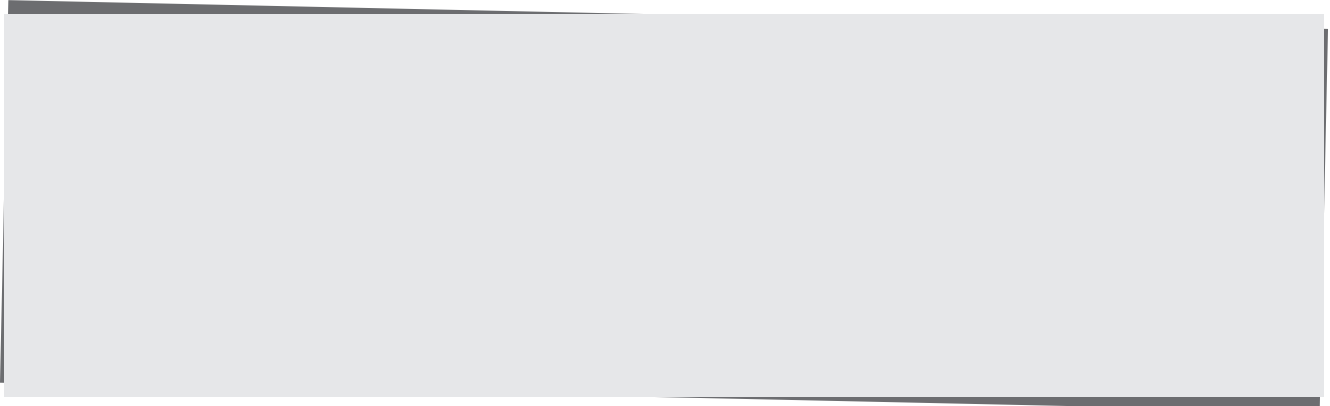
A large, empty rectangular box with a thin grey border, intended for the user to brainstorm strategies to improve their skillset in this area.

## Reflect and Plan

How effective are you at suspending judgement in order to better understand others' points of view? What behaviors get in the way of that?



What are three things you will do to engage with greater empathy?



How can you continue to increase your capacity at empathy and compassion?



