Leading Others & The Art of Leading Teams Tools, Models and Templates Consolidation Document

- **Adaptive Leadership Frameworks** includes frameworks that help leaders understand themselves, adapt to change, and guide their teams. They show how to interpret situations, respond to uncertainty, and support their teams through transitions.
  - Leadership Approaches – Trait, Power/Influence and Himan Centered (LO – Mod 1)
  - Human Center Approach Focus Areas – Function-Specific, People Specific and Person Specific (LO – Mod 1)
  - Leadership Focus Self-Assessment Poll (LO – Mod 1)
  - Leadership Approaches Self-Reflection Worksheet (LO – Mod 1)
  - Increasing Self-Awareness Using The Ladder of Inference (LO – Mod 3)
  - How to be a more adaptable leader using VUCA Framework (LO – Mod 3)
  - How to influence your team using Change Curve / Kubler-Ross Change Model (LO – Mod 3)

- **Coaching Models and Templates** includes structured approaches to support performance conversations, development planning, and feedback.
  - Coaching Conversation Path – Future > Now > Next (LO – Mod 6)
  - Handout: Coaching Conversation Starters (LO – Mod 6)
  - C.A.R.E. Feedback Approach (LO – Mod 6)

- **Building Trust Frameworks** Tools such as the Trust Equation or the Five Dysfunctions of a Team model to help leaders foster psychological safety and accountability.

  - Eight Steps That Build Psychological Safety (LT – Mod 1)
  - The Trust Equation (LT – Mod 1)
  - 13 Behaviors That Build Trust (LT – Mod 2)
  - Steps to Rebuilding Trust (LT – Mod 2)
  - Rebuild Trust Plan Outline (LT – Mod 2)
  - 3 Strategies for Showing Care (LO – Mod 4)

- **Team Development Tools** includes Tuckman's stages of team development, team charter templates, and strategies for inclusive decision-making.

  - Tuckman Model: Five Stages of Team Development (LT – Mod 1)
  - Five Critical Conditions for Team Effectiveness (LT – Mod 1)
  - Team Effectiveness Evaluation (LT – Mod 1)
  - Team Effectiveness Plan Outline (LT – Mod 1)

- o 3 Tips for Effective Collaboration (LO – Mod 4)

- **Communication and Feedback Models** covers SBI (Situation-Behavior-Impact), feedforward techniques, and plain-language communication guides.
  - o Thomas-Kilmann Conflict Model (LT – Mod 3)
  - o Conflict Mode Assessment (LT – Mod 3)
  - o Continuum of Conflict (LT – Mod 3)
  - o Conflict Situation Worksheet-Plan (LT – Mod 3)
  - o The Interpersonal Communication Gap model (LO – Mod 4)
  - o 3 Critical Communication Steps (LO – Mod 4)

- **Delegation and Accountability Tools** include delegation checklists, role clarity templates, and shared ownership frameworks.
  - o Delegation Levels of Freedom (LT – Mod 4)
  - o Delegating for Results Worksheet (LT – Mod 4)
  - o WA State Enterprise Leadership Competencies (LO – Mod 2)
  - o Decision-Making Continuum (adapted from Tannenbaum-Schmidt) (LO – Mod 4)

- **Performance and Growth Planning Templates:** These are tools for setting goals, tracking progress, and supporting continuous improvement across teams.

  - o Seven-step Key Performance Indicator (KPI) Process (LT – Mod 4)
  - o Risk Mitigation Process (LT – Mod 5)
  - o WA State Enterprise Leadership Competencies (LO – Mod 2)
  - o Leadership Competencies Self-Assessment (LO – Mod 2)
  - o Rate of Competency Equation (LO- Mod 5)
  - o Establishing Team Criteria Leadership Reflection Tool (LO- Mod 5)
  - o PDP Expectations Form - Key Results and Key Competencies (LO – Mod 6)
  - o Handout: Sample Key Results and Key Competencies (LO – Mod 6)
  - o 30-60-90 Day Roadmap (LO – Mod 6)
  - o Handout: 30-60-90 Day Key Actions (LO – Mod 6)
  - o Goal Setting Conversation Reflection Tool (LO – Mod 6)
  - o Handout: Goal-Setting Conversation Template (LO – Mod 6)