The Leadership Gap

Every day we encounter situations, circumstances, or seemingly impossible problems that could possibly be solved by the exercise of effective leadership. Often we are unaware that leadership is needed, or perhaps less than effective leadership was demonstrated. In this exercise, we seek to increase your awareness of the times and places when using effective leadership might have made a difference (specifically, when it could have had an impact on the events in your life.).

Directions: Begin by focusing on the need for effective leadership within your larger community (i.e. rural communities, workplace, community of interest – Homemaker’s club, Gardening club, etc.). To stimulate thinking, review local newspapers, newsletters, magazines, etc. to identify current problems or situations. Then answer the questions below.

NOTE: These questions are progressive; meaning you begin by providing the situations in the first question, and then use these situations to answer the following four questions.

Questions to Consider

Create a list of situations that seem to be in turmoil or at an impasse and that might be resolved by the intervention of a leader. Look for at least five situations (and list them below):

Example: Conflict over the use of public parks by people who are homeless.

1. ___________________________________________________________________________
2. ___________________________________________________________________________
3. ___________________________________________________________________________
4. ___________________________________________________________________________
5. ___________________________________________________________________________

Create a scenario for each situation that describes how it might be improved by your intervention as a leader:

Example: A leader is needed who can listen to both sides and design a problem-solving session in which both sides come together and mediate a solution.

1. ___________________________________________________________________________
2. ___________________________________________________________________________
3. ___________________________________________________________________________
4. ___________________________________________________________________________
5. ___________________________________________________________________________

From Learning to Lead by Warren Bennis & Joan Goldsmith, pp. 66-70
What could you do to bring both sides together?:

Example: *I can call the leaders of each faction (side) and privately invite them to share their concerns with me and to come to a meeting to make their ideas known.*

1. _______________________________________________________________________
2. _______________________________________________________________________
3. _______________________________________________________________________
4. _______________________________________________________________________
5. _______________________________________________________________________

What keeps you from taking the action you know is needed to solve the problem?:

Example: *I have a fear of rejection and feel like I have no power.*

1. _______________________________________________________________________
2. _______________________________________________________________________
3. _______________________________________________________________________
4. _______________________________________________________________________
5. _______________________________________________________________________

What could you do to solve the problem? How would you demonstrate your effective leadership ability?:

Example: *I would ask each side to meet with me, and begin by listening to their points of view. I would then ask to meet with them and work to come up with a mutually advantageous solution that supports both sides of the common vision.*

1. _______________________________________________________________________
2. _______________________________________________________________________
3. _______________________________________________________________________
4. _______________________________________________________________________
5. _______________________________________________________________________