



DAY 4 – BREAKOUT ACTIVITIES

TABLE TALK ACTIVITY #1 – Effective v. Ineffective Leadership

Allotted Time: **3 minutes**

Instructions:

- Reflect on the questions.
- Discuss and share answers to the questions below; Be open and honest with your concerns. Flow through the questions consistently to complete in the allotted time
- Be prepared to share your answers with the full group, *if your group is called upon!*

Questions

1. Think about an experience you've had in your career where you worked with a leader who was ineffective. What made them ineffective?
2. Think about an experience you've had in your career where you worked with a leader who was effective. What made them effective?

INDIVIDUAL ACTIVITY #2 – Trust Inventory (see end of Toolkit)

Allotted Time: **15 minutes**

Instructions:

- Take the assessment and score it.
- Discuss and share answers to the questions below; Be open and honest with your concerns. Flow through the questions consistently to complete in the allotted time
- Be prepared to share your answers with the full group, *if your group is called upon!*



Building Trust Inventory

Trust means that others have the confidence that you are consistent in your words and actions, have the best interest of others, demonstrate respect and value for other's talents, skills, and experience, and that you add value in relationships.

The following survey will help you assess your ability to build trust.

Instructions

Read each statement and determine how frequently you perform the actions or demonstrate the behaviors that will instill confidence and trust in you. On a scale of 1 to 5 (always to never) rate your actions and behavior.

Action/Behavior	1 Always	2 Almost Always	3 Occasion ally	4 Almost Never	5 Never
1. I share my thoughts, feelings and decision- making rationale.					
2. I am able to establish trusting relationships.					
3. I am open to others' ideas and willing to be influenced by others.					
4. I treat people with respect.					
5. I am able to influence others as a result of talking with them.					
6. I have developed a reputation for integrity.					
7. I treat people fairly.					
8. I say what I believe rather than what I think people want to hear.					
9. I strive to behave consistently with my expressed beliefs and values.					
10. I practice what I preach.					
11. I focus on solving problems rather than blaming others.					



12. I admit my own mistakes.					
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Action/Behavior	1 Always	2 Almost Always	3 Occasion ally	4 Almost Never	5 Never
13. I deliver on promises and commitments.					
14. I ask others for their opinions.					
15. I listen to people’s thoughts, feelings, and concerns.					
16. I solicit feedback about my performance.					
17. I acknowledge the contributions of others.					
18. When there is a problem, I work directly with the individuals involved to resolve it.					
19. I treat people consistently.					
20. I follow through on the things I commit to do.					

Total Score _____

Building Trust Scoring	
If your score is:	Then:
1 - 20	Your ability to build trust is high.
21 – 40	Your ability to build trust is moderately high.
41 – 60	Your ability to build trust is moderate.
61 - 80	Your ability to build trust has room for improvement.
81 - 100	Your ability to build trust needs improvement.



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Trust: Personal Reflection

1. What is your greatest strength?
2. Where do you have an opportunity for growth?
3. Where have you experienced low trust relationships – personally or professionally?
4. What impact has it had on your work, career growth, familial and intimate relationships?
5. How do you want to see your relationships grow?
6. Are you ready to build more trust in your relationships?
7. What are you willing to commit to?
8. What are the consequences if you don't change?

INDIVIDUAL ACTIVITY #3 – What's Your Conflict Style

Allotted Time: 15 minutes

Instructions:

- Take the assessment and score it.
- Discuss and share answers to the questions below; Be open and honest with your concerns. Flow through the questions consistently to complete in the allotted time
- Be prepared to share your answers with the full group, *if your group is called upon!*

Personal Reflection

1. What is your dominant conflict style?
2. What is out of balance – courage or consideration?
3. What relationships have you seen this play out in?
4. What have been the consequences?



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Conflict Style Assessment

This questionnaire contains 35 statements. For each statement, indicate the extent to which you feel that statement is descriptive of you by using the following seven-point scale:

1. = You *strongly disagree* with this statement.
2. = You *disagree* with this statement.
3. = You *slightly disagree* with this statement.
4. = You *neither agree nor disagree* with this statement.
5. = You *slightly agree* with this statement.
6. = You *agree* with this statement.
7. = You *strongly agree* with this statement.

There are no right or wrong answers and you will not be asked to share your responses. This survey is helpful only to the extent that your responses accurately represent your characteristic behavior or attitudes.

When facing conflicts with another person, I typically do the following things:

Rating

- _____ 1. I avoid the person.
- _____ 2. I change the subject to a neutral topic.
- _____ 3. I try to understand the other person's point of view.
- _____ 4. I try to turn the conflict into a joke.
- _____ 5. I listen to the other's feelings.
- _____ 6. I admit that I am wrong, even if I do not believe I am.
- _____ 7. I give in.
- _____ 8. I demand more than I would actually settle for.
- _____ 9. I use my power to prevent the other from reaching his or her goal.
- _____ 10. I try to find out specifically what we agree and disagree on.
- _____ 11. I try to reach a compromise.
- _____ 12. I pretend to agree.
- _____ 13. I move towards problem solving as best I can.
- _____ 14. I get another person to decide who is right.
- _____ 15. I suggest a way in which both I and the other gain something.
- _____ 16. I threaten the other party.
- _____ 17. I fight it out.
- _____ 18. I try to clarify what the other's goals are.
- _____ 19. I complain until I get my way.
- _____ 20. I give in, but let the other person know how much I am suffering.
- _____ 21. I apologize.
- _____ 22. I give up some points in exchange for others.
- _____ 23. I get the best deal I can no matter what.
- _____ 24. I postpone discussing the issues.
- _____ 25. I look for a middle ground.
- _____ 26. I avoid hurting the other's feelings.
- _____ 27. I get everything out in the open.



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- _____ 28. I sacrifice my interests for the relationship.
- _____ 29. I split the difference between our positions.
- _____ 30. I try to accommodate the other person's needs by giving up on some things that are less important to me.
- _____ 31. I let the other party take responsibility for finding a solution.
- _____ 32. I try to stress the points on which we agree.
- _____ 33. I try to get the other person to settle for a compromise.
- _____ 34. I try to convince the other person of the logic of my arguments.
- _____ 35. I try to meet the objectives of the other person.

Conflict Style Scoring Table

<table border="0"> <thead> <tr> <th>Statement</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>3</td> <td>_____</td> </tr> <tr> <td>5</td> <td>_____</td> </tr> <tr> <td>10</td> <td>_____</td> </tr> <tr> <td>13</td> <td>_____</td> </tr> <tr> <td>18</td> <td>_____</td> </tr> <tr> <td>27</td> <td>_____</td> </tr> <tr> <td>32</td> <td>_____</td> </tr> <tr> <td>Total: _____ Collaborative</td> <td></td> </tr> </tbody> </table>	Statement	Score	3	_____	5	_____	10	_____	13	_____	18	_____	27	_____	32	_____	Total: _____ Collaborative		<p>Collaborative. The collaborator's approach to conflict is to manage it by maintaining interpersonal relationships <i>and</i> ensuring that both parties to the conflict achieve their personal goals. This attitude towards conflict is one in which the individual acts not only on behalf of his or her self-interest but on behalf of the opposing party's interests as well.</p> <p>Recognizing that a conflict exists, the collaborator utilizes appropriate conflict management methods to manage the situation. This is a cooperative "win-win" approach which requires time, energy and creativity.</p>
Statement	Score																		
3	_____																		
5	_____																		
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Statement	Score																		
11	_____																		
15	_____																		
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Total _____ Compromising																			



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<p>Statement Score</p> <p>6 _____</p> <p>7 _____</p> <p>20 _____</p> <p>21 _____</p> <p>26 _____</p> <p>28 _____</p> <p>35 _____</p> <p>Total: _____ Accommodating</p>	<p>Accommodating. The accommodator’s approach to conflict involves maintaining the interpersonal relationship at all cost, with little or no concern for the personal goals of the parties involved. Giving in, appeasing and avoiding conflict are viewed as ways of protecting the relationship. The accommodator yields and thus loses, allowing the other party to win.</p>
<p>Statement Score</p> <p>8 _____</p> <p>9 _____</p> <p>16 _____</p> <p>17 _____</p> <p>19 _____</p> <p>23 _____</p> <p>34 _____</p> <p>Total _____ Competitive</p>	<p>Competitive/Controlling. The competitor’s approach to conflict is to take the necessary steps to ensure that his or her personal goals are met, whatever the cost to the relationship. Conflict is viewed as a win or lose proposition, with winning somehow equated with self-worth, status and/or competence. This is a power- oriented approach in which you use whatever power seems appropriate to defend a position which you believe is correct or simply attempt to win.</p>
<p>Statement Score</p> <p>1 _____</p> <p>2 _____</p> <p>4 _____</p> <p>12 _____</p> <p>14 _____</p> <p>24 _____</p> <p>31 _____</p> <p>Total: _____ Avoiding</p>	<p>Avoiding. The avoider views conflict as something to be shunned at all costs. A central theme of this style is evasiveness, which results in a high degree of frustration for all parties involved. Personal goals are usually not met, nor is the interpersonal relationship maintained. This style might take the form of diplomatically diverting an issue, postponing an issue until a better time, or simply withdrawing from a threatening situation. It is a leave or lose-win posture, in which the avoider’s stance is to leave and thereby lose, allowing the other party to win.</p>



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SMALL GROUP ACTIVITY #4 – Confronting Conflict

Allotted Time: **15 minutes**

Instructions:

- Break into groups. Select one person to share a real-world, workplace conflict.
- Review and respond to the questions.
- Be open and honest with yourself. Flow through the questions consistently to complete in the allotted time
- Be prepared to share your answers with the full group, *if you are called upon!*

Questions

1. What are the different ways each paradigm could play out?
2. What are the consequences associated with each paradigm?



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INDIVIDUAL ACTIVITY #5 – Evaluate Your Relationships

Allotted Time: **5 minutes**

Instructions:

- Select relationship that you wish to improve and assess which **Paradigm** is at play.
- Discuss and share answers to the questions below; Be open and honest with your concerns. Flow through the questions consistently to complete in the allotted time
- Be prepared to share your answers with the full group, *if your group is called upon!*

Questions

1. What do you need to balance?
a. Courage or Consideration
2. What Doom Loop is standing in the way?
3. How can you replace it with a Delight Loop?
4. What Action needed for Win-Win?
a. Integrity
b. Maturity
c. Abundance Mentality
5. What do you think will happen if you allow yourself to act in a Win-Lose / Lose-Win manner?
6. What benefits can you foresee if you approach this relationship or issue with a Win-Win attitude?
7. What are you willing to commit to reap the benefits of the Win-Win?
8. When will you take these actions?