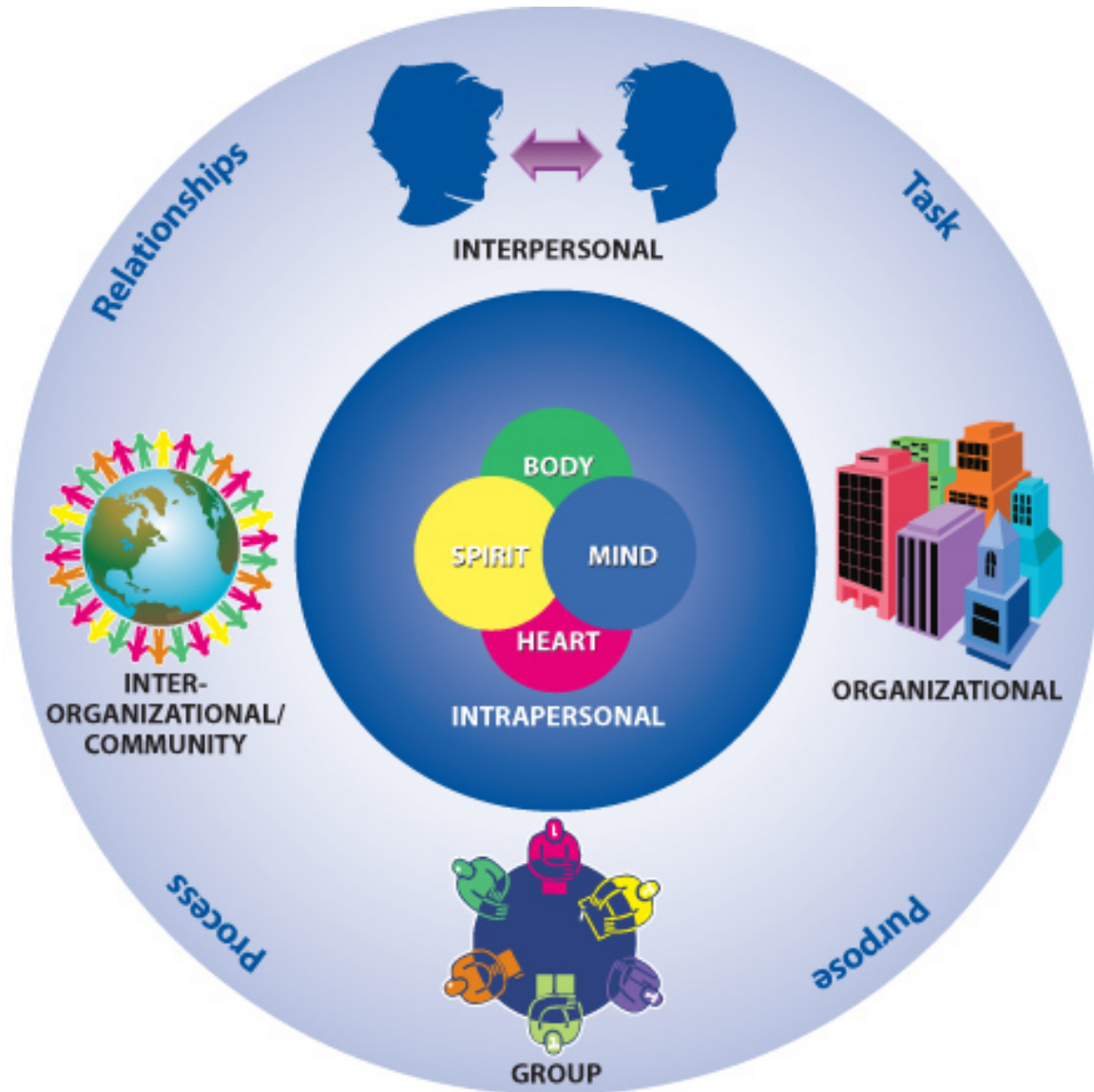# Cascadia Center for Leadership: Five Domains

Cascadia Center for Leadership: Five Domains

Introduction   Five leadership domains are the focus of Cascadia's ten-day Leadership Program: Intrapersonal, Interpersonal, Group, Organizational, and Inter-organizational/Community. Each of these domains builds on previous ones. For example, it is difficult to lead an organization or community unless you have mastered the knowledge and skills in the intrapersonal, interpersonal, and group domains.

Intrapersonal   The ability to lead oneself is essential to being an effective leader. Two areas of competence are critical here: self-knowledge and self-management.

1. Self-knowledge includes understanding:

- Where you are in your development, including your current strengths and growing edges in both your technical and human competencies
- The characteristics of your personality (e.g., Myers-Briggs Type Indicator)
- Your beliefs and values and how you carry them out in leading
- Your emotions and their impact on you and your work relationships
- What you want to accomplish and what legacy you want to leave.

2. Self-management includes:

- Acknowledging and managing reactive, disruptive emotions
- Being open to perspectives outside your beliefs and assumptions
- Making conscious, considered choices about what you say and do as a leader
- Taking responsibility for your words and actions
- Being consistently authentic and honest with yourself and others.

Leadership Domains (continued)

Interpersonal

Four areas of competence are essential in this domain: communicating courageously; using conversations as a leadership tool; managing difficult conversations and conflicts; and cultivating and maintaining a web of positive relationships.

1. Communicating courageously includes:

- Listening to the ideas, assumptions, and feelings of others as well as listening for possibilities, areas of agreement, and patterns of perspectives from a conversation or series of conversations

- Asking strategic questions, balancing advocacy and inquiry, focusing on possible ways forward, proposing new ideas, and helping to develop others.

2. Using conversations as a leadership tool includes:

- Guiding conversations from the past and present to the future

- Shifting the search for the right answer to the search for the right question

- Being a thought leader

- Inspiring the pursuit of uncommon excellence through your interactions

- Opening bold new possibilities of growth and development.

3. Managing difficult conversations and conflicts includes orchestrating them to successful resolution and strengthened relationships.

4. Cultivating and maintaining a web of relationships includes balancing your attention between accomplishing your goals and maintaining and enhancing the relationships essential to accomplishing those goals.

Leadership Domains (continued)

Group   Unleash the potential of individuals and groups by promoting collaboration and teamwork. This means skillfully leading groups and teams; leading meetings of various types; and making strategic use of various decision methods.

1. Leading groups and teams includes:

- Determining when teamwork (vs. a team) is needed

- Helping a team become one that performs extraordinarily well as it nurtures the growth and success of the team members.

2. Leading meetings includes:

- Planning and managing task-oriented, problem-solving, and decision-making meetings that lead to commitment and follow through

- Planning and dynamically facilitating conversations that lead to increased understanding and new ways to move forward.

3. Strategic use of decision methods includes:

- Determining which decision-making method is the most appropriate for the situation

- Making sure that the decision-making method is explicit and understandable to everyone involved.

Leadership Domains (continued)

Organizational This leadership domain requires the ability to set direction and goals and consistently lead an organization in that direction to achieve those goals.

1. Setting direction includes:

- Having a well-developed orientation towards the future
- Sensing the best of "what is" to help ignite the collective imagination of "what could be"
- Asking questions that strengthen everyone's ability to anticipate and consciously participate in creating the future
- Inspiring others with a compelling vision.

2. Moving an organization in the desired direction includes:

- Leading change initiatives in order to align the organization with the vision
- Communicating the direction clearly, consistently, and coherently through congruent words and actions
- Creating involvement vehicles through which all organizational members have meaningful participation
- Helping people move through the human process of change
- Building the "team at the top" into a high-performance team accountable for the success of the whole organization, not just their individual functions.

Leadership Domains (continued)

Inter-organizational/ Community

Three areas of competence are critical in inter-organizational work: identifying the purpose of a potential alliance; creating an alliance; and managing the alliance to achieve its purpose.

1. Identifying the purpose of a potential alliance includes:

- Clarifying the potential partners' motivations to work together

- Agreeing on a shared vision and common goals.

2. Creating an alliance includes:

- Agreeing on the strategy to achieve the shared vision and common goals

- Determining the type of alliance needed to achieve the purpose

3. Managing and co-evolving an alliance includes:

- Figuring out how to proactively and effectively mesh and leverage the goals, processes, and cultures of the alliance members

- Determining the degree to which alliance members are interdependent

- Where appropriate, developing mutually acceptable policies and procedures

- Capturing cross-alliance synergies through co-evolving strategic processes.

Leadership Domains (continued)

**Inter-organizational/
Community
(continued)**

"Community" does not refer exclusively to people living within a defined geographic area. "Community" can refer to any group that shares common interest, goals, or affiliations. People belong to many communities including neighborhoods where they live, organizations where they work, and associations to which they belong. Two areas of competence stand out in this domain.

1. Community building includes:

- Nurturing members' participation and sense of belonging

- Creating inclusive vehicles for meaningful participation and contribution.

2. Creating change includes:

- Defining your purpose and desired role in your community

- Identifying the formal and informal leaders in the community as well as those who have a stake in the issue or goal in question

- Defining which approach to community change makes sense given the purpose and the situation

- Building bridges across social, economic, and political differences; and building commitment to find common ground

- Being able to help design and lead inclusive, collaborative change processes for the good of the whole community.