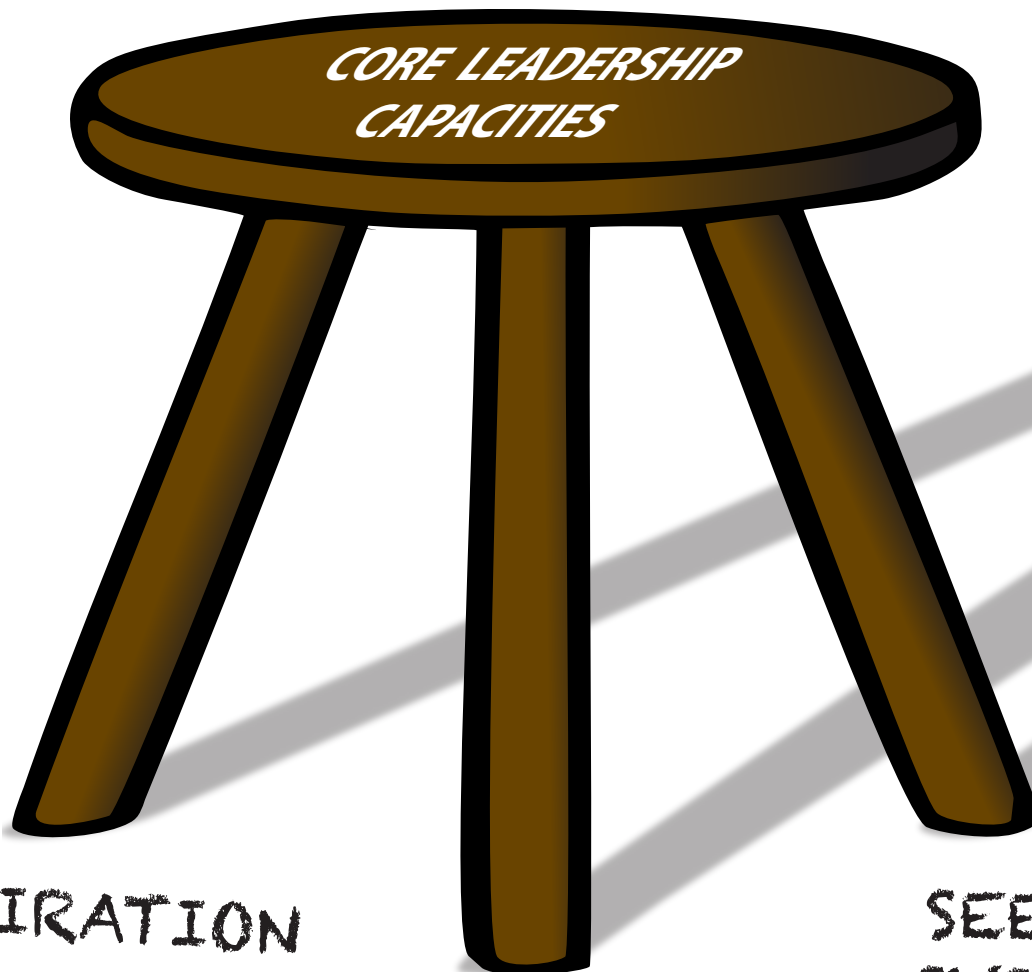


# THREE-LEGGED STOOL

What does it mean to grow and develop as a leader? The three-legged stool is a symbol for three core leadership capacities - aspiration, reflective conversation, and the ability to see systems. It is important to see that these capacities are interconnected and developable.



## ASPIRATION

So you have a problem to address. You have to ask, "what do we want?" The first function of leadership is to shift from just seeing problems to actually articulating visions and having an orientation that's truly aspirational.

## REFLECTIVE CONVERSATION

Just having a conversation isn't enough. Being an effective leader requires a deeper level of conversation that affects your thinking. Did the conversation make you more aware of your assumptions? Do you feel more aware of other's ideas and opinions? Does everyone feel more connected afterward? This is the domain of working with mental models and fostering real dialogue.

## SEEING SYSTEMS

We're always operating within larger systems. Classrooms are systems within school systems, within school districts, within communities. Seeing systems is about expanding out awareness to the larger context in which we're operating.