**Exercise 1**

Individual and then group work:

1. Individually complete the brief Direction, Alignment, and Commitment Assessment from the Center for Creative Leadership with your team/ dept in mind.

Instructions: On a scale of 1–5, indicate the extent to which each of the following statements describes the way things stand right now in the group (your team/ dept). The terms we, our, everyone, and people in the statements refers to members of the group.

|  |  |
| --- | --- |
|  | **Response scale:** |
|  | Not Descriptive | Slightly Descriptive | Moderately Descriptive | Greatly Descriptive | Completely Descriptive |
| **Direction** |  |
| We agree on what we should be aiming to accomplish together. | 1 | 2 | 3 | 4 | 5 |
| We have a clear vision of what the group needs to achieve in the future. | 1 | 2 | 3 | 4 | 5 |
| We have group goals that guide our key decisions. | 1 | 2 | 3 | 4 | 5 |
| Our work is united by a common direction.  | 1 | 2 | 3 | 4 | 5 |
| **TOTAL** |  |

|  |  |
| --- | --- |
| **Alignment** |  |
| Our work is aligned across the group. | 1 | 2 | 3 | 4 | 5 |
| Although individuals take on different tasks in the group, our combined work fits together. | 1 | 2 | 3 | 4 | 5 |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| People who perform different roles or functions in the group coordinate their work effectively. | 1 | 2 | 3 | 4 | 5 |
| The work of each individual is well coordinated with the work of others | 1 | 2 | 3 | 4 | 5 |
| **TOTAL** |  |

Source: [Direction, Alignment, and Commitment Assessment | CCL](https://www.ccl.org/insights-research/direction-alignment-and-commitment-assessment/)

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| --- | --- |
| **Commitment** |  |
| People in the group are committed to the group. | 1 | 2 | 3 | 4 | 5 |
| People give the effort needed for the group to succeed. | 1 | 2 | 3 | 4 | 5 |
| People are dedicated to this group even when we face setbacks. | 1 | 2 | 3 | 4 | 5 |
| We trust one another to accomplish the work of the group. | 1 | 2 | 3 | 4 | 5 |
| **TOTAL** |  |

If you identify one or more low outcomes, you can begin exploring what factors may be contributing to these deficits. Some criteria for deciding if an outcome is low include:

* A total score for one outcome is noticeably lower than the total score for the other outcomes.
* A total score for one outcome is less than 16.
* 2 to 3 of the statements used to assess an outcome are rated as 3 or lower (by a majority of group members – if carrying out as a group or team).
1. Individually reflect on what can you, as a compassionate leader do, to ensure direction, alignment, and commitment?

Note down your reflections:

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|  |

1. As a group discuss your thoughts on what can you, as a compassionate leaders do, to ensure direction, alignment, and commitment?

Note down key themes and shared reflections:

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**Exercise 2**

Individual Exercise and then Pairs

1. Individually Identify the ways that you, as a compassionate leader, can better ensure:
* Your leadership is inclusive
* Equity and Equality
* You and your team values diversity in all its forms
* Conflict is managed more effectively within your team

Note down your reflections:

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1. Share your reflections in pairs and write **four or five key goals** (clear and challenging) for yourselves to strengthen your inclusive leadership over the next 12 months)

Note down your goals:

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| **Key Goals****1.****2.****3.****4.****5.** |

**Exercise 3**

Individual Exercise and then Group Work:

1. Individually rate your team/ dept/ organisation from 1 to 5 based on the statements below.

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| --- | --- | --- |
|  | Statement | Response scale: |
|  |  | Strongly disagree | Disagree | Somewhat agree | Agree | Strongly agree |
| 1. | Leaders here prioritise patient/service user care overall, not just their own work area. | 1 | 2 | 3 | 4 | 5 |
| 2. | Leaders across different departments work together to ensure high-quality patient/service user care overall. | 1 | 2 | 3 | 4 | 5 |
| 3. | Leaders here go out of their way to help each other across different departments to provide high-quality care.   | 1 | 2 | 3 | 4 | 5 |
| 4. | Everyone in this organisation is expected to act as a leader in ensuring high-quality care. | 1 | 2 | 3 | 4 | 5 |
| 5. | Team leaders encourage everyone to lead changes in order to improve the work we do. | 1 | 2 | 3 | 4 | 5 |
| 6. | We all play a leadership role *in our teams* in this organisation. | 1 | 2 | 3 | 4 | 5 |
| 7. | We all listen to each other's views so we can best lead this organisation. | 1 | 2 | 3 | 4 | 5 |
| 8.  | Leadership in teams is shared rather than the responsibility of only one person. | 1 | 2 | 3 | 4 | 5 |

Response scale:

**Strongly disagree = 1, Disagree = 2, Somewhat agree = 3, Agree = 4, Strongly agree = 5**

Group Exercise:

1. As a group discuss:
* How to reduce hierarchy, increase collective leadership and team-based working in your areas?
* How can you work with colleagues and all to improve collective leadership as compassionate leaders?
* Consider:
	+ *command and control vs everyone has leadership responsibility*
	+ *shared leadership in teams*
	+ *interdependent leadership – working together across boundaries*
	+ *consistent leadership styles*

Note down your reflections:

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