

Case Tool

These instructions tell you how to write a “Left-Hand Column Case” which is one of the main professional reflection tools we use in the LCI. This case enables you to make transformational changes in how you think about challenging leadership situations you may face. We will use this tool throughout the LCI. For Session 1, using the following form, please write a case following the format laid out below. **Important: please bring this with you to the session.**

Confidentiality: You will discuss this case with a few others, and only those you choose. They will not need to be from your organization.

1. Think of an important leadership challenge

This is an episode in which you were directly involved and where you had to take action, and from which you want to learn. This could be either at work or at home.

Some examples:

- A leadership failure
- A time when an unwanted dynamic arose between you and another person
- You tried to get a result and did not succeed
- You encountered opposition to an idea you proposed

Make sure this is a situation that (a) matters to you, (b) in which you were directly involved, and (c) for which you do not have all the answers, that is, you know there is much more to learn.

2. Provide some context by writing a description in the box provided (one paragraph)

Give a brief description of the context and of your definition of the problem or challenge you were facing. Identify what you believed to be the core 'nut to crack' in the situation.

3. Write out the conversation in which this occurred, like a play in two columns using the tool below

On the left-hand side: what **you** were thinking and feeling, but did not say
On the right-hand side: what was actually said or done

Try to be as accurate as possible, but do not worry about being precise; your best recollection will be fine. *However, it is essential that you write down actual dialogue, as if in a play.*

An example:

The following is an example of the case of a senior technologist called Max:

Max's thoughts and feelings Not said:	What was actually said:
I had better get to the bottom of this quality problem. No one seems to be addressing it, and as usual, it seems to be falling to me. Start off slow.	Max: How long have you been working with this supplier? I have some questions about their reliability. I'd like us to try to be open together about all this.
Oh-oh, the usual defensiveness.	Team Member: Fine. Absolutely. Why do you ask? I thought they were doing a great job.
Now, play nice. Or are you covering up your own lack of ability here?	Max: yes, I am sure they are, but we have had some reports recently that I would like to look at. Our customers have reported problems. I am sure you are aware of that.
That I believe, but I doubt it is because there is no data. Hundreds of customers can't be all wrong!	Team Member: I do not have any hard data to support what they were saying. So much of what is said is based on very little hard fact.
Meaning, he is taking it seriously, why don't you?	Max: Well, your boss has sent emails to me asking me to look into this.
Careful - don't get too far into the middle here.	Team Member: What did he say?
Let's focus on the issue at hand.	Max: Well, I do not want to go into it too much, just that there some problems. Besides you have the monthly customer reports right there.
If your boss says we are falling down, and I say so, then yes, you need to take it seriously! Who said this was going to work easily?	Team Member: Yes, but as I said there is very little rigor in all this. You cannot expect us to change processes based on a few opinions, can you?

Case Tool

Context:	
What <i>you</i> thought and felt but did not say:	What was actually said:

What <i>you</i> thought and felt but did not say:	What was actually said:

What <i>you</i> thought and felt but did not say:	What was actually said: