

PRINCIPLE-CENTERED (DOLPHIN) LEADERS

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- 1) Maintain an “abundance mentality” which enables them to build an organization within which everyone can thrive.
- 2) Are driven by underlying principles such as integrity, responsibility, honesty, etc. which they use to find their way during challenging times.
- 3) Recognize that they are free to choose their reactions to people, events, etc. and that nothing can “make” them angry, upset, etc. except themselves. As a result, they remain in control regardless of what is going on around them.
- 4) Listen carefully and seek to understand the perspectives of others without interrupting, passing judgment, jumping to conclusions, etc.
- 5) Radiate positive energy and create a work environment within which others are inspired to achieve a clearly defined mission.
- 6) Inspire teamwork and synergy by promoting open and honest communication, resolving process issues and making sure everyone is on the “same page.”
- 7) Use conflict resolution strategies such as detachment, Socratic questioning, dialogue and meta-communication adaptively.
- 8) Have a clear vision for the future of their organization and the ability to mobilize others to work collaboratively with them to achieve this vision.
- 9) Find elegant solutions to problems which incorporate the needs of all parties.
- 10) Take calculated risks to achieve their goals.
- 11) Acknowledge mistakes and view them as learning opportunities.
- 12) Have the courage to find and speak their own truth even if this causes tension and/or causes others to be upset, angry, etc.
- 13) As able to separate their ego’s from their ideas and therefore maintains a balanced perspective on challenging issues.
- 14) Recognize the power of their beliefs and continually replace erroneous beliefs with ones that work well for them.
- 15) Know when to let go of perspectives, goals, etc. which impair their effectiveness.

- 16) Promote the richness of diversity because they realize that their organization needs the talents, interpersonal styles and viewpoints of a wide range of people to achieve it's mission.
- 17) Go to the balcony during difficult situations to regain their balance, objectively assess relevant issues and figure their best, strategic response.
- 18) Change the game by persuading others to play by their rules, end a power struggle or join with them against a common problem.
- 19) Recognize that they do not have the power to change anyone else and therefore seek to transform their organizations by transforming themselves.