

# Table of contents

<b>I. A practical guide for leaders</b> .....	7
1. High stakes and changing expectations .....	9
2. The key role of leadership .....	12
3. The goal of a supportive work environment .....	14
4. Acknowledgements .....	16
<b>II. Getting started</b> .....	17
1. Defining our terms .....	17
2. Food for thought .....	24
3. Questions to help us get started .....	25
<b>III. Reluctance and commitment</b> .....	27
1. Overcome reluctance to respond .....	27
2. Challenge what we think .....	30
<b>IV. Leaders as helpers</b> .....	39
1. Understand roles and choices .....	40

- 2. **Become more self-aware** ..... 46
- 3. **Consider potential biases** ..... 47
- 4. **Think about time differently and how to plan it** ..... 51
- 5. **A case study in leaders as helpers: The Clique of Malcontents** ..... 59
  
- V. What leadership actions best prepare organisations for change?** ..... 63
  - 1. **Pay close attention** ..... 63
  - 2. **Stay engaged** ..... 63
  - 3. **Accept that power dynamics may create barriers to communication** ..... 64
  - 4. **Assume that feedback from others is necessary** ..... 64
  - 5. **Plan to communicate** ..... 65
  - 6. **Make the time to analyse and interpret data** ..... 65
  - 7. **Check in with each other regularly to get relevant information and show support** ..... 67
  - 8. **Remind ourselves that we are not always right** ..... 67
  - 9. **Set a good example** ..... 67
  - 10. **Take pre-emptive action whenever possible** ..... 68
  
- VI. Stay alert** ..... 71
  - 1. **Alertness in relationships** ..... 71
  - 2. **Alertness to current trends and information** ..... 79
  - 3. **Collect relevant data** ..... 81
  - 4. **A case study in relationship awareness: a well-informed, step-by-step response to a colleague’s emotional outburst** ..... 84
  
- VII. What do we need to know about talking with each other?** ..... 97
  - 1. **Lessons learned from leaders: talking with each other about stress** ..... 100
  - 2. **The function and dynamics of feedback as a stressor in organisational life** ..... 104
  - 3. **The importance of the professional compact** ..... 114
  - 4. **Demonstrate mutual respect** ..... 116

5. Use leadership feedback to improve the feedback culture	117
6. Have learning conversations regularly	119
<b>VIII. Improve internal communication structures and engagement</b>	125
1. Through informal connections	125
2. How can lawyers get the greatest value from their relationship connections?	128
3. Through engagement with groups	129
4. Use the Four Stages of Competence model	137
5. Through the use of questions	139
6. Through mentoring	141
7. Use the status of current relationships to guide next steps	146
8. A word of caution: fixed mindsets	154
9. A natural strength: commitment	157
10. Can we be better?	159
<b>IX. Emotional competencies and effective communication</b>	161
1. Basic assumptions	161
2. A leadership perspective	164
3. Committed leadership action: documenting behaviours as a first step in behaviour change	169
4. Documentation as a conflict management tool	171
<b>X. Shouldn't conflict be avoided?</b>	173
1. Building trust, confidence and optimism	174
2. Procrastination is not conflict resolution	176
3. Choose to learn	178
<b>XI. Systems thinking and a structured change process</b>	183
1. No organisation is perfect	183
2. A case study in Anticipate, Plan and Execute	186
3. Three conditions for success	195
4. Pay close attention to the work climate, what it is and what's happening in your organisation	197

- 5. Responding to complaints about stress: ..... 208  
two case studies
  
- XII. Increasing our effectiveness as leaders in a  
stressful work environment** ..... 213
- 1. Question your current mindset ..... 213
- 2. Balance optimism and pessimism ..... 214
  
- Notes** ..... 219
  
- About the author** ..... 223
  
- About Globe Law and Business** ..... 224