



## **ORGANIZATIONAL GROWTH, INC**

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### **HIGHLY EFFECTIVE (DOLPHIN) LEADERS**

Developed by Nate Terrell, LCSW and Anita Foeman, Ph.D.

- 1) Maintain an “abundance mentality” which enables them to find “win-win” solutions to challenging problems.
- 2) Are driven by underlying principles such as integrity, responsibility, honesty, fairness, etc. which they turn to for direction 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 meta-communication and confrontation adaptively.
- 8) Have a clear vision for the future of their company and the ability to mobilize others to work collaboratively with them to achieve this vision through effective delegation, encouragement, coaching, etc.
- 9) Find elegant solutions to problems which incorporate the needs of all parties (win-win) and challenge outdated paradigms.
- 10) Take calculated risks to achieve their goals by carefully analyzing appropriate information, trusting their intuition and learning to tolerate focused chaos.
- 11) Acknowledge mistakes and view them as learning opportunities rather than setbacks.
- 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) Separate their ego’s from their ideas and therefore maintain a balanced perspective even when others are combative, angry, etc.
- 14) Recognize the power of their beliefs and continually identify erroneous beliefs and replace them with ones that work better.

- 15) Know when to let go. Dolphins recognize the paradox that what we want to happen often only occurs when we let go of trying to make it happen.
- 16) Promote the richness of diversity because they realize that their company needs the talents, interpersonal styles and viewpoints of a wide range of people to achieve their 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 companies by transforming themselves.

