



## Principal Dana's Competing Commitments Example

Column 1 Stated Commitment	Column 2 Doing / Not Doing vs. Column 1	Column 3 Hidden Competing Commitment	Column 4 Big Assumptions
<p><b>Improvement Goal:</b></p> <p>I am committed to developing the leadership capacity of others so that I can balance my responsibility of growing my team and completing my own priorities.</p> <p><b>3 reasons:</b></p> <ol style="list-style-type: none"> <li>1. Currently I'm <u>the</u> bottleneck because most decisions have to run through me.</li> <li>2. I'm conveying an atmosphere of distrust.</li> <li>3. I can't get at my critical work because I'm micromanaging the work of others.</li> </ol>	<p><b>Doing:</b></p> <ul style="list-style-type: none"> <li>• Still attempting to review everyone's work.</li> <li>• Second-guessing options that others present to me.</li> <li>• Telling people how to accomplish a task.</li> <li>• Setting priorities for the team.</li> <li>• Focus on the work over the people doing the work.</li> </ul> <p><b>Not Doing:</b></p> <ul style="list-style-type: none"> <li>• Pausing to reflect on a regular basis.</li> <li>• Setting boundaries between work and home.</li> <li>• Asking for input before giving it.</li> <li>• Giving others any growth opportunities.</li> <li>• Not asking open-ended questions to measure understanding.</li> </ul>	<p><b>Worry box:</b></p> <ul style="list-style-type: none"> <li>• If I don't do "it," "it" won't be done right.</li> <li>• Fear that I'll look inadequate to my staff and my boss.</li> <li>• Things will slip if I devote any time to myself and attempt to set time boundaries to protect time with my family.</li> <li>• If I give up too much control to others, I won't be needed.</li> </ul> <p><b>Competing Commitments:</b> <i>I am committed to:</i></p> <ul style="list-style-type: none"> <li>• Looking like I have the answers.</li> <li>• Not letting my boss down.</li> <li>• Not being embarrassed by less-than-stellar results.</li> <li>• Being second to my work.</li> <li>• Not making adequate time for my family</li> </ul>	<p><b>I assume that if I...then/so...:</b></p> <ul style="list-style-type: none"> <li>• I assume that if I don't provide the answers then I'll appear to lack knowledge, be indecisive and weak.</li> <li>• I assume that if I let others make decisions – and those decisions turn out to be less-than-stellar – then we'll have lost time we can't make up.</li> <li>• I assume that my team lacks sufficient experience to offer sound options and make decisions so why bother?</li> <li>• I assume that my self-worth and my worth to the organization is in managing it all so I need to continue to work as I have always have.</li> <li>• I assume that if I take time for myself and my family then I'll look like I'm not fully invested in the organization and our work.</li> </ul>