Continuum of Behaviors for Sponsors and Leaders

In highly effective teams, the transformative behaviors listed below may not be new—some areas have a long history of working in the "new" way. Transformative behaviors should be exhibited by leaders in all three constituencies.

Review the comparison between old and new behaviors in the table below. **How closely does your area reflect the transformative behaviors?**

TRADITIONAL		TRANSFORMATIVE
Decide	→	Facilitate problem identification and solutions
Direct	→	Guide and influence
Paint the vision	→	Facilitate a clear joint vision
Emphasize correction	→	Emphasize prevention (through creating effective structures, processes, relationships)
Manage problem solving	→	Coach problem solvers. Look at problems with a system focus in an impersonal manner
Manage projects	→	Sponsor continuous improvement
Make sure the right people are in the meeting	→	Engage co-leads to get the right people involved
Get resources for team	→	Be a resource for the team
Responsible for team's results	→	Responsible for team's results and learning development
Manage conflict among team members	→	Manage conflict among co-leads. Coach/develop co-leads to manage conflict among team members