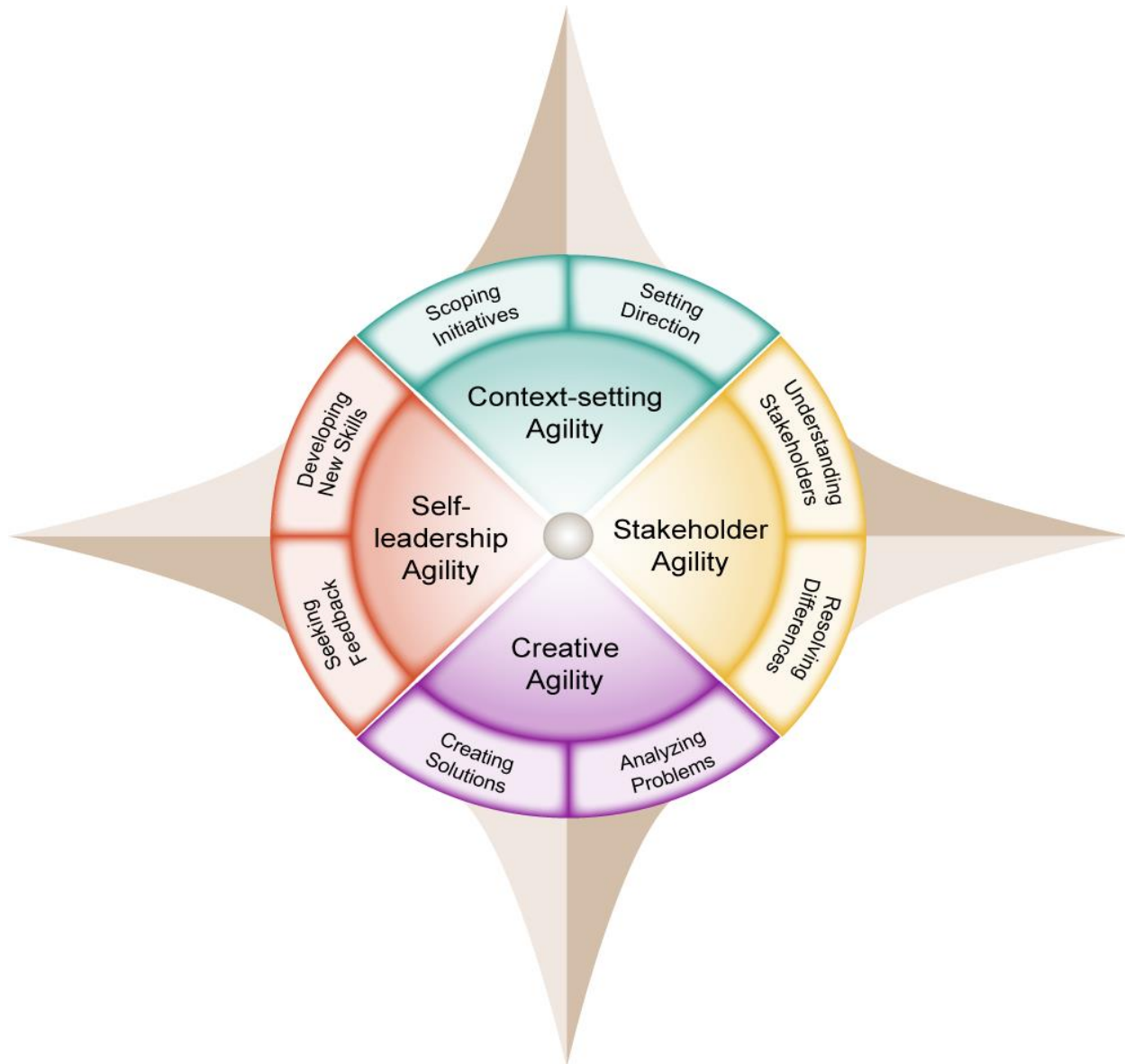


# Workbook for Pre-Work and Group Session: “Context-Setting Agility”



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# Context-Setting Agility

On this page, while watching the mini-webinar for this session, **take notes and write your insights and questions** for discussion in the group session.

# Reflection Questions on Mini-Webinar

Now that you've taken in the mini-webinar on Context-Setting Agility, please answer the reflection questions below:

1. What are some questions you might ask to help a leader shift from the minimal context-setting of an Expert to a strategic approach to context-setting (Achiever)?

2. What are some questions you might ask to help a leader go beyond an Achiever approach to context-setting and apply the “strategic capacity-building” approach of a Catalyst?

# Context-Setting Agility Building Blocks: Expert to Achiever

Building Blocks	Points of Focus
Behavior change	<ul style="list-style-type: none"> <li>• Frame changes that improve internal operations and external relationships</li> <li>• Frame changes that improve short-term and long-range effectiveness</li> </ul>
Cognitive & emotional capacities	<ul style="list-style-type: none"> <li>• Ability to see issues and organizational units in their larger business context</li> <li>• Strategic thinking</li> </ul>
Level of reflective action	<ul style="list-style-type: none"> <li>• Robust reflective capacity – making connections, seeing relationships</li> <li>• Intention to achieve desired outcomes for valued institutions</li> </ul>

# **Coaching Exercise:**

## **Context-Setting Agility - Expert to Achiever**

### **Roles**

- Coachee – The person who is bringing a project to discuss
- Coach – Ask the coaching questions below. Keep the conversation focused primarily on these questions.
- Observer – Observe and take notes as a prelude to providing feedback to the coach

### **Coaching questions**

1. What is your vision for your project? - Open listening (5 minutes)
2. Why is your project needed? What is the need for change? (5 minutes)
3. What is the scope of your project? What is in/What is out? (5 minutes)
4. What are your desired outcomes? (5 minutes)

# Context-Setting Agility Building Blocks: Achiever to Catalyst

Building Blocks	Points of Focus
Behavior change	<p>Frame changes that improve internal operations and external relationships, and transform culture</p> <p>Aspire to creating a Catalyst culture (high participation, empowerment, collaboration, straight-talk, etc.)</p>
Cognitive & emotional capacities	<ul style="list-style-type: none"> <li>• Ability to see not only the larger business context but also the human system underlying organizational functioning</li> <li>• Strategic capacity-building orientation</li> </ul>
Level of reflective action	<ul style="list-style-type: none"> <li>• Able to reflect in the moment and to appreciate the importance of the human system underlying the organization</li> <li>• Intention to create satisfying human contexts that enable sustained achievement of desired outcomes</li> </ul>

# **Coaching Exercise:**

## **Context-Setting Agility – Achiever to Catalyst**

### **Roles**

- Coachee – The person who was in this role for the last round should remain in this role
- Coach – Rotate to another person (unless you're in a group of 2) Ask the coaching questions below. Keep the conversation focused primarily on these questions.
- Observer – Observe and take notes as a prelude to providing feedback to the coach

### **Coaching questions**

1. What problematic team, inter-group, or organizational dynamics underlie the need for your change project? (5 minutes)
2. What assumptions are you making about the boundaries of your project that it might be useful to question? (5 minutes)
3. What changes in team or inter-group dynamics and organizational culture do you want to include in your vision for your project?