1. **Get on the Balcony (Score: 20):** I have a strong ability to step back and see the bigger picture. This skill helps me understand the complexities and interrelationships within my workplace. It’s like being a conductor in an orchestra, where I can see how each section contributes to the symphony.
2. **Identify Adaptive Change (Score: 16):** I recognize adaptive challenges but may sometimes rely on technical solutions. I understand that not every problem has a straightforward solution, and I'm learning to navigate these waters by embracing change.
3. **Regulate Distress (Score: 19):** I create a safe environment for others to tackle difficult problems, demonstrating confidence and calmness during conflicts. I think of myself as a lighthouse, guiding others safely through turbulent waters.
4. **Maintain Disciplined Attention (Score: 19):** I encourage others to face challenging issues, ensuring that difficult problems are addressed rather than avoided. I’m like a coach pushing my team to keep their eyes on the prize, even when the going gets tough.
5. **Give the Work Back to the People (Score: 12):** I have room to grow in empowering others to solve their own problems. I consider this an opportunity to become a mentor, fostering independence and growth among my team members.
6. **Protect Leadership Voices From Below (Score: 15):** I’m open to contributions from all team members, especially those with less status. This openness can lead to innovative solutions and a more inclusive work environment.

**Observed Workplace Conflicts**

1. **Conflict over Resource Allocation:**
   * **Observation:** Teams often clashed over limited resources, leading to tension and reduced productivity.
   * **Leadership Response:** Leadership attempted to mediate by redistributing resources but sometimes overlooked the root cause of the conflict.
   * **Learning & Future Prevention:** By getting on the balcony, I can better anticipate resource needs and facilitate open discussions to find equitable solutions. Encouraging adaptive change by involving team members in decision-making can also alleviate tension.
2. **Resistance to Change:**
   * **Observation:** New processes were met with resistance, causing delays and frustration.
   * **Leadership Response:** Leaders provided technical training but failed to address underlying fears and concerns.
   * **Learning & Future Prevention:** I recognize adaptive challenges by addressing emotional and psychological barriers to change. I regulate distress by fostering a supportive environment where team members feel heard and valued.
3. **Communication Breakdown:**
   * **Observation:** Miscommunication led to misunderstandings and errors in project execution.
   * **Leadership Response:** Leadership held meetings to clarify roles and responsibilities but didn’t encourage feedback from all levels.
   * **Learning & Future Prevention:** I protect leadership voices from below by encouraging input from all team members. I maintain disciplined attention by ensuring that communication channels remain open and effective.

**My Personal Action Plan**

* **Empowerment:** I will work on giving the work back to the people by delegating tasks and encouraging team members to take ownership of their projects. This will not only boost their confidence but also enhance their problem-solving skills.
* **Inclusivity:** I will continue to protect leadership voices from below by actively seeking and valuing contributions from all team members, regardless of their status. This inclusivity can lead to innovative solutions and a more cohesive team.
* **Conflict Resolution:** I will use my ability to regulate distress to mediate conflicts calmly and effectively. Encouraging open dialogue and collaboration will help resolve issues and prevent future conflicts.