

Figure 3.6: The Twelve Lenses of Leadership and Related EQ Skills

Lens 1	Leadership Providing leadership while helping everyone learn to lead themselves	Listening Empowering, Connecting
Priorities	Influencing, Shepherding	Empowering, Connecting
EQ Areas	Demonstrating empathy, Being aware of others' emotions, Interpersonal skill: active listening	
Lens 2	Breadth Implementing needed initiatives and ensuring mastery of initiatives	Depth Legacy, Mastery
Priorities	Networking, Innovating	Legacy, Mastery
EQ Areas	Managing and expressing emotions, Interpersonal skill: working collaboratively	
Lens 3	Community Building a collaborative culture while meeting individual needs	Individual Individuality, Personal development
Priorities	Relationships, Collaboration	Individuality, Personal development
EQ Areas	Being aware of others' emotions, Acting independently	
Lens 4	Reality Accounting for very real barriers of time, resources, and so on, while leading toward a purposeful vision	Vision Visioning, Optimism
Priorities	Realism, Balance	Visioning, Optimism
EQ Areas	Building an atmosphere of emotional safety, Acting independently	
Lens 5	Continuity Building on current success while changing to meet the future	Change Challenge, Creativity with the new
Priorities	Experience, Creativity with the known	Challenge, Creativity with the new
EQ Areas	Acting independently, Building an atmosphere of emotional safety	
Lens 6	Short Term Addressing current needs while working toward systemic change	Long Term Adaptability
Priorities	Efficiency	Adaptability
EQ Areas	Acting independently, Interpersonal skill: active listening	

Lens 7	Logic Determining universal principles and rules and accounting for individual needs and perspectives	Values
Priorities	Fair-mindedness	Empathy
EQ Areas	Demonstrating empathy, Building an atmosphere of emotional safety	
Lens 8	Outcomes Moving toward organizational success and creating a culture of collective efficacy	People
Priorities	Results, Measurability	Trust, Appreciation
EQ Areas	Experiencing self-fulfillment, Building an atmosphere of emotional safety	
Lens 9	Power To Effectively using positional power while effectively sharing power	Power With
Priorities	Expertise	Openness
EQ Areas	Experiencing self-fulfillment, Interpersonal skill: giving feedback	
Lens 10	Clarity Clarifying expectations and remaining open to new processes and ideas	Flexibility
Priorities	Organization, Accountability	Originality, Autonomy
EQ Areas	Building an atmosphere of emotional safety	
Lens 11	Predictability Setting goals and making plans while preparing for ever-changing environments and an uncertain future	Possibility
Priorities	Dependability	Complexity
EQ Areas	Recognizing your own emotional state, Being aware of others' emotions	
Lens 12	Goal orientation Making whole-child achievement progress while ensuring that adults and students have purpose	Engagement
Priorities	Achievement, Perseverance	Enjoyment, Fulfillment
EQ Areas	Demonstrating empathy	