Which ordeal are you facing?

A worksheet for *The 12 Ordeals of Leadership*. Use it to pick one ordeal and to plan one change for it.

1 Mark the one ordeal that affects you most now

Fire — high pressure

- ☐ **Uncertainty**
  Do you have to act before the facts are clear?
- ☐ **Decisions**
  Do you make important decisions under time pressure?
- ☐ **Failure**
  Are you dealing with a recent failure?
- ☐ **Burnout**
  Is your pace more than you can keep up for months?

Water — trust and judgment

- ☐ **Empathy**
  Is it hard to understand how your people see the situation?
- ☐ **Trust**
  Do you need to build trust, or repair it?
- ☐ **Communication**
  Do people understand something other than what you meant?
- ☐ **Ethics**
  Are you under pressure to lower a standard?

Combat — opposition

- ☐ **Politics**
  Are decisions that affect your team made without you?
- ☐ **Conflict**
  Is there a conflict between people that you must resolve?
- ☐ **Delegation**
  Do you do work that someone on your team could learn?
- ☐ **Balance**
  Do you have two goals that conflict, and need both?

2 Describe it

The ordeal I marked is _____

It is in the _____ group.

In my arena, it looks like this: _____

_____

_____

THE SITUATION
THE BEHAVIOR TO CHANGE
WHAT TO WATCH
REVIEW DATE
I WILL KNOW IT IS NOT WORKING IF

3 Plan one change

Choose your own review date. Start a second change only after the first review.

THREE EXAMPLES FROM THE BOOK, ONE FROM EACH GROUP

Uncertainty · fire
Make decisions and act while the situation is still unclear.

Trust · water
Trust comes from consistent actions over time. Be open with people and it grows faster.

Conflict · combat
Find the interest and the need behind each person's position. Look for a solution that meets those needs.

The tenth law of each ordeal: if you handle an ordeal well, in the right arena, it develops you. If you handle it badly, it sets you back.

WITH A SUPERVISOR Use the worksheet in a one-to-one. You and the supervisor each mark the ordeal that you think affects the supervisor most. Compare the two answers, then plan the change together.

P×E supports reflection and development. It is not a validated hiring, promotion, or performance-prediction tool.

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Want help planning the change? Talk it through on a 30-minute call. **Book a call** calendly.com/summaryleadership/30min