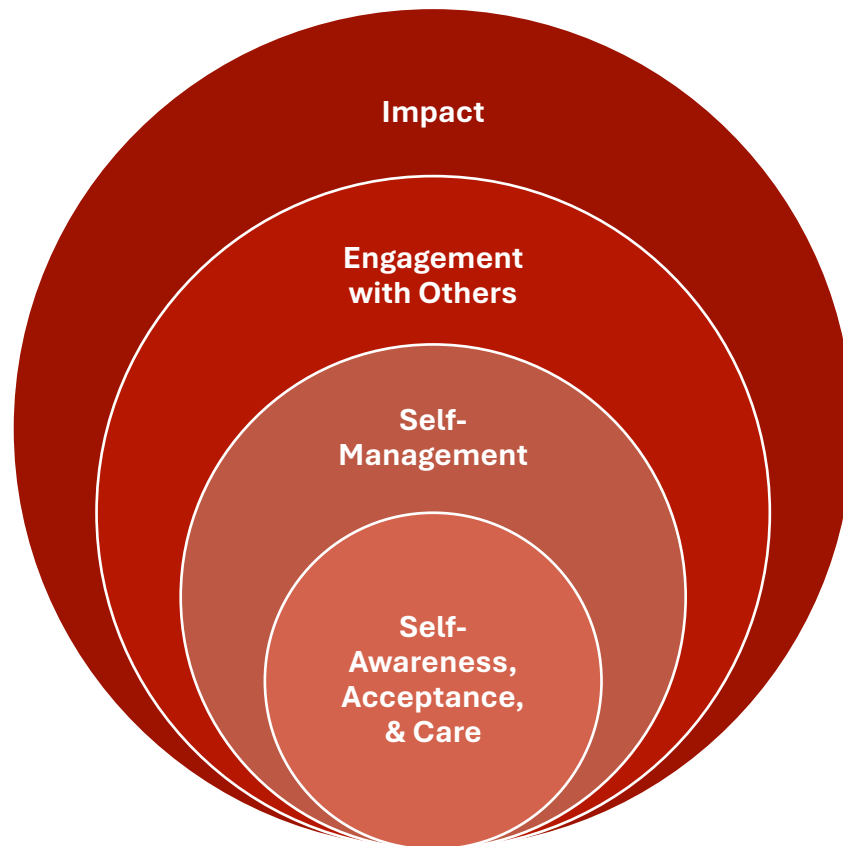


TREC Leadership Model



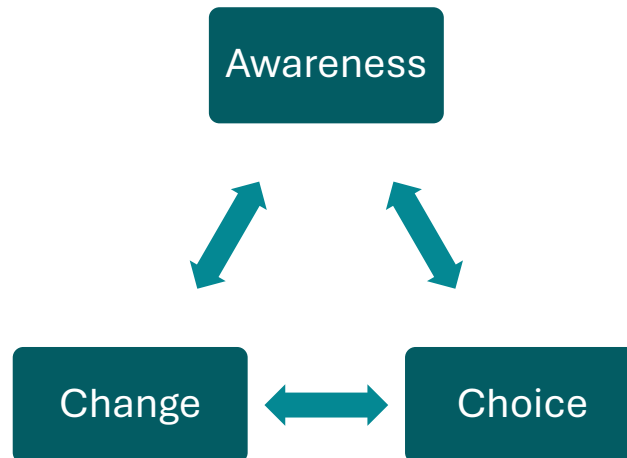
TREC's Leadership Programming and Support is built upon a model that asserts that our impact is a result of our willingness to tend to ourselves first. Put another way, we believe organizations are a direct reflection of their leader's capacity to leverage their gifts, confront and manage their growth areas and triggers, and develop others to do the same.

We can't get to the positive impact that we want to have on our communities without tending to the other parts first. **Self-awareness, acceptance, and care** enable us to lead in ways that align with and integrate our core values. Caring for self also creates the conditions for us to be grounded and present in our work. As a result, we can practice the **self-management** required to remain composed as we partner and lead across difference and also navigate discomfort, loss, or limited resources. Successful self-management allows us to positively **engage with others** through effective supervision, ethical stewardship of power, and do our part to model inclusive workplace culture. And ultimately, positive engagement with others enables us have the long-term **impact** we strive towards; it is the fuel that drives us towards our individual and collective vision, and fuels us to persist in the work or partnership, innovation, and transformative change.

So often we want to go straight to the impact! But if we ignore and try to bypass the other elements of self-awareness, self-management, and engagement with others, our leadership lacks vision, emotional intelligence, and cultural relevance needed to truly achieve lasting change.

Awareness, Choice, and Change: A Framework for Leadership Growth and Development

TREC invites you to consider this framework for leadership growth and development. You'll notice that it is not linear. Rather, it's an ongoing cycle that we believe leaders continue to go through for as long as they are serving in leadership roles. Descriptions and more information about each component of the framework are provided below.



Awareness: The critical first step in developing your leadership is raising awareness; awareness of self, of your team or organization, and of the systems, cultures, and context that drive your work. Key areas of raising awareness also include: identifying and leveraging your natural gifts as a leader, naming your unconscious biases, increasing your understanding of root causes and systemic drivers of operational, cultural, or relational challenges at your organization.

Choice: Increased awareness and understanding of our internal operating systems, our teams and our systems create the conditions for us to make choices most aligned with our stated intentions, our leadership commitments, and our core values. Examples of choices include: what we do, how we show up, asking thoughtful questions, disrupting harmful behaviors, and making informed decision. Conversely, what we choose not to do, say, or embody have implications as well. *Not making a choice or opting out is a choice.* We can make choices that tap into creativity, courage, and purpose while other choices may keep us in our comfort zones or perpetuate the status quo.

Change: Over time our day-to-day choices either enable or limit our ability to make change. We are defining change as the impact and influence we are striving for in our leadership. Desired changes can be of any scale from achieving more work-life balance, to building trust within our teams, to meeting the goals in our strategic plans. Pausing regularly to assess our impact is how we hold ourselves and our organizations accountable. Receiving regular feedback, as well as taking time for self-reflection, is how we identify where we are thriving and where we still have room to grow. The data and information we receive about the impact of our leadership leads us back to awareness and the cycle continues!