

Session #1: Values

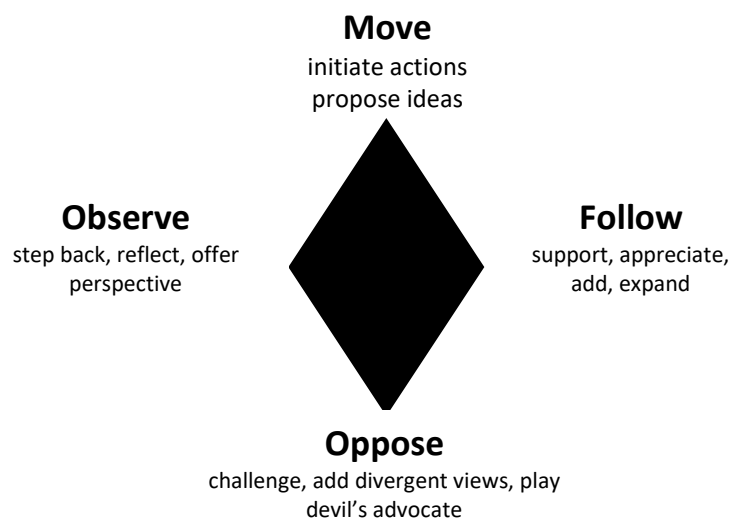
Purpose: Identify and discuss the values that are most important for economics associations to promote and encourage. Identify which values are not yet reflective of the academic culture in economics.

Secondary Purpose: Understand the 4-player model that serves as a leadership mindset and framework for healthy and dynamic structural balance in teams.

Expected Outcome: A shared experience, awareness and language around how we communicate and behave in teams. Increased ability to navigate any situation together with others, and adapt our style of communication and leadership based on the needs of the situation. A listing of the values that economics more broadly needs to work on supporting.

Session #1 Resources: The 4 Actions

Leadership in economic associations requires self-aware, socially intelligent leaders who can employ process tools to develop consensus and guide action. According to Kantor and Koonce (2018) exceptional leaders develop “situational awareness of the specific kind of leadership required of them in a given moment and the social agility to toggle and pivot in their use of different conversational stances as discussions proceed.” The Four-Player model stances these authors outline include four different actions—each with value—that leaders need to move between to advance group dialogue. These four actions include



Movers initiate action in group settings by setting the agenda, providing direction, offering ideas or suggesting courses of action to take. Movers are catalysts of action. This mover stance is the role most typically associated with the role of a leader. **Without movers there is no direction.**

Followers elevate the opinions and ideas of others. They support and align themselves with what others say, sometimes adding their own opinions. They play a vital role by helping to drive a group's decision making toward closure and completion. Their voice gives credence and legitimacy to what others say. **Without followers there is no completion.**

Opposers help take group discussions to deeper levels. They aren't negative, but instead ask for clarification and point out weaknesses others may not see. They help to vet ideas using inquiry to sharpen the focus of a group's conversations. They also counter-propose ideas in response to what movers suggest. Opposers ensure that group decision making is thoughtful and robust. **Without opposers there is no correction.**

Observers play a critical role in the iterative process of group decision making by providing perspective on a group's discussions, process, and conversational progress. Observers also reflect on the actions and statements of others, sometimes piggybacking on what others say to offer their own perspective on topics under discussion. **Without observers there is no perspective.**

These four action positions are necessary for high-quality conversations, effective participative decision-making, and producing results. Being a leader does not mean one must always “move”; rather a skilled person sees what is needed in any given conversation and adds that voice.¹

¹ Sources: Kantor, David. 2012. Reading the Room: Group Dynamics for Coaches and Leaders. 1st ed. 1 online resource vols. San Francisco, CA: Jossey-Bass, A Wiley Imprint.

	Action comes across as Enabled or Strong:	Action comes across as Disabled or Weak/Stuck:
Move	Direction Discipline Commitment Perfection Clarity	Disengaged Judgmental Deserting Withdrawn Silent
Follow	Completion Compassion Loyalty Service Continuity	Critical Competitive Blaming Attacking Contrary
Oppose	Correction Courage Protection Integrity Survival	Placating Indecisive Pliant Wishy-Washy Over accommodating
Observe	Perspective Patience Preservation Moderation Self-Reflection	Omnipotent Impatient Indecisive Scattered Dictatorial

Action Positions – Practice Suggestions (for the future)

1. What is my preferred/strong Action Position in ideal team situations or conversations?
2. What is my preferred/strong Action Position in high stakes situations or when under stress?
3. What is my weak Action Position?
4. In the next meeting you attend, notice what are the Strong/Weak/Stuck Action Positions that various participants engage in. Notice what Action Position is missing. Notice what Action Position you are taking.
5. In future meetings, notice what Action Position is missing and choose to provide it in order to move the meeting forward.

Session #1 Activity

Academic organizations typically uphold a set of values that guide their work and interactions with their members and stakeholders. The following is a list of common values that may or may not hold for economics associations.

Instructions: Develop a top 5 ranking of the values that you think are most important for economics associations to uphold from those provided on cards with your group. (You can add any values you find are missing to your top 5). To begin, discuss the values on the cards while using your assigned action (move, follow, oppose, or observe). Think about your own economic association values that are either explicit or implicit. Review the prior pages to identify the actions that are common for your assigned action role and try your best to stay in this role throughout the discussion.

What is your group's top 5?

1.

2.

3.

4.

5.