








After reading *Small Shifts, Meaningful Improvement*, assess your work to determine what might be the best starting point for leadership shifts toward a more collectively-led workplace. Use this tool to reflect on the seven conditions mentioned in the book and identify where you should begin focusing your time.

Chapter	Condition	Evidence from compiled story	Our context 1 = Challenging 2 = Developing 3 = Effective 4 = Strong
2	 <b>Shared vision and strategy</b> for improvement and innovation are clearly defined, communicated, and used to guide work.		<p>1      2      3      4</p> <p>Evidence:</p> <div style="border: 1px solid #ccc; height: 100px; width: 100%;"></div>
3	 <b>Supportive administration</b> at all levels provides visible, formal support for collectively-led efforts.		<p>1      2      3      4</p> <p>Evidence:</p> <div style="border: 1px solid #ccc; height: 100px; width: 100%;"></div>
4	 <b>Capacity and resources</b> such as existing staff, funds, physical space, and leadership expertise are all allocated flexibly and effectively.		<p>1      2      3      4</p> <p>Evidence:</p> <div style="border: 1px solid #ccc; height: 100px; width: 100%;"></div>
5	 <b>Supportive relationships and social norms</b> foster a trust-based, transparent culture.		<p>1      2      3      4</p> <p>Evidence:</p> <div style="border: 1px solid #ccc; height: 100px; width: 100%;"></div>

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6	 <p><b>Shared influence</b> among formal and informal leaders allows people throughout the organization to decide and do.</p>		<p>1      2      3      4</p> <p>Evidence:</p> <div style="border: 1px solid #ccc; height: 100px; width: 100%;"></div>
7	 <p><b>Orientation toward improvement</b> at all levels of the system supports inquiry and risk-taking in the name of innovation and growth.</p>		<p>1      2      3      4</p> <p>Evidence:</p> <div style="border: 1px solid #ccc; height: 100px; width: 100%;"></div>
8	 <p><b>Work structures</b> support collective efforts that follow staff to align schedules for regular collaboration, observations of one another's practice, and pursuit of shared innovation and leadership work.</p>		<p>1      2      3      4</p> <p>Evidence:</p> <div style="border: 1px solid #ccc; height: 100px; width: 100%;"></div>

Now that your team has engaged in a self-assessment of the conditions in your context, select one to focus on over the next several weeks.