Questions to Guide Reflection  
Session A1, Personal Mastery for Transformational Leadership  
IHI Annual Forum December 2015

1. **Briefly describe the situation.**  
   • Describe the situation in a few sentences.  
   • What perceptions, feelings, and behaviors have you observed in yourself and others?

2. **Reflect**  
   a. **Recognize reactivity.**  
      • Am I and are others in reactivity? What are the triggers?  
      • How have I and they leapt to assumptions, judgment, blame, or interpretations?  
      • How am I contributing to the problems?  
      • Why would well-intentioned, reasonable people act this way?

   b. **Orient to impact on both results and quality of relationships.**  
      • What are the business/quality vision and goals in this situation?  
      • What kind of relationships am I trying to build?

   c. **Prepare and reframe.**  
      • How can I reframe the situation/issue in a nonjudgmental way to promote mutual dialogue?  
      • To what degree am I ready to both express my perceptions while also remaining curious about and open to what others have to say?

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**Selected Resource Links for Reflection**

**First, Manage Your Brain.**  
A collection of articles for subscribers only. To obtain the link, subscribe for free monthly resources at **Subscribe**.

**Additional brief articles**  
Lost in The Swamp?—Three ways to find your True North.

Are you leading from reactivity or creativity?

Reactivity vs. creativity, possible indicators.

Hard-wired to react. Hard-wired to connect.

The Ladder of Inference.

See additional case examples at **Client Stories**.
About Neil Baker M.D.

Neil Baker M.D. helps healthcare organizations enhance leadership and team impact through development "in-the-moment." This means making development as efficient as possible by focusing on immediate work challenges—using any work situation, even the most complex and difficult, as an opportunity to achieve immediate impact on development, quality of work environment, and progress toward results.

He has developed these approaches as a leader, speaker, consultant, and executive coach for 30 years. Past positions include serving as Director of Psychiatric Inpatient Services at the University of Colorado Health Sciences Center in Denver, Colorado; Medical Director of Quality at Group Health Cooperative in Seattle, Washington; and faculty and improvement advisor for nine years in primary and specialty care office practice redesign for the Institute for Healthcare Improvement, Cambridge, Massachusetts.

You can learn more and see client testimonials on his website at neilbakerconsulting.com