

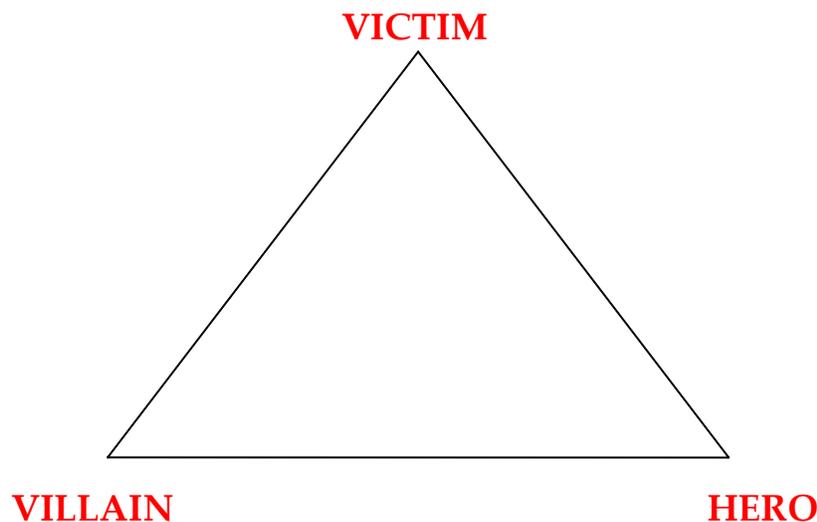
## Ease and Flow

If leading is about 'moving the action forward', then we need to know what gets us (or our team members) stuck or stops the forward action, and how to get unstuck.

Ease and flow describes when everything is going well and performance is high. This is when genius performance happens. In ease and flow, performance is high in communication, pursuit of goals, clarity of purpose and action.

Falling out of ease and flow occurs when we drift into one or more of three roles or positions on the triangle. Once there, we usually dance from one role to the next.

When people aren't moving the action forward from a stance of pro-active collaboration and authentic communication, they tend to revert to predictable power struggles. The meta-roles that tend to show up over and over are illustrated on this chart.



**Villain:** blaming, persecutor, making wrong, accusing, judging, controlling, dismissing

**Victim:** whining, poor me, getting confused, spacing out, I'm not adequate

**Hero:** rescuer, excusing, figuring it out, jumping in to help the person or situation, not delegating because you don't want to impose

### How you get unstuck and back into ease and flow:

Breathe. Take deep breaths.

Move your body. Move your hands, shoulders, head, arms, legs, back. Shift. Walk.

Express appreciation for anything about the other person, yourself, or the situation

Express curiosity – say, "hmmmm, I'm wondering..."

Tell the truth about how YOU feel, what you are thinking or doing. It's unarguable.

Triangle and Ease and Flow provided by The Hendricks Institute. [www.hendricks.com](http://www.hendricks.com)

**mile•stone** \ mī(ə)l -stōn \ **1:** a stone set to measure distance, indicating progress toward desired goals.

## Triangle Types/Roles

In organizations, people may take on types or roles in the workplace. These roles are taken from *Your Family, Yourself* by William L. Blevins, 1993 as remnants of families of origin. They are grouped to fit within the three roles (Victim, Villain, Hero) of the triangle diagram above.

### Victim

Martyr: This person endures constant suffering on behalf of the organization or its members, typically to get and keep a certain kind of attention.

Scapegoat: This person bears and accepts the blame for the team when things go poorly.

Invalid: This person is often sick or damaged or impaired in some way, so that he or she cannot always take on or complete difficult assignments. Additional stress is too much for the invalid.

Placater: This person can be counted on to appease people when things get difficult. This person never confronts things. They always back down.

Mascot: This person is kept around for good luck. Mascots are treated as if they were cute and somehow good for the team, but they are not actually expected to contribute much of substance.

### Villain

Blamer: This person always seeks to blame someone for everything that goes poorly. When things don't come out the way the organization wants, someone must be to blame. This person reliably points this out.

Rebel: These people don't quite fit in. They are highly autonomous, and they usually don't follow the rules. They dress, think, and behave differently, and they get away with it, for the most part.

Skeptic: This person can be relied upon to cast doubt, especially when optimists or creative people come up with new ideas for the team. The skeptic will throw cold water on them every time.

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## **Hero**

Hero: This person's job is to "save the day." Whenever the organization is in a tight spot, he or she gets involved and makes things work out. The hero makes the big sale or gets the team through an accreditation or inspection.

Distracter: This person does things that take attention away from the team's problems or difficulties. He or she finds other things to which the team should attend.

Cheerleader: This person stays on the sidelines most of the time and encourages others to take action. He or she does not take risks or get directly involved in anything difficult.

Jester: This person creates humor compulsively. Jokes and laughs distract the team from difficulties and problems. This can be delightful and it can be annoying.

Oldest/Favored Son: This person is given special treatment and has extra responsibility. He or she often serves as a trusted go-between for leadership and other layers of an organization. He or she gets subtle benefits and opportunities that others don't get, but is expected to take some responsibility for the behavior of the "younger siblings."

Saint: These people never think, say or do anything wrong. They are above it all and behave virtuously, even when such behavior is not completely appropriate or realistic. They behave as if they are better than others. People treat them this way.

Star: This person is accorded star status in the organization. They are treated as special and generally perform at a very high level. Inadequacies are minimized and mistakes are ignored. The star's future is assumed to be quite bright.

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