

Where Does Leadership Happen?

RESEARCH IN VIEW

01



Shift the gaze

When we look for leadership, where do we look?

- Our attention is readily drawn to individual traits, capabilities and behaviours.
- A more reflexive gaze widens responsibility across the relational field through which direction is pursued.

Leadership emerges in relating; responsibility gathers across the field.

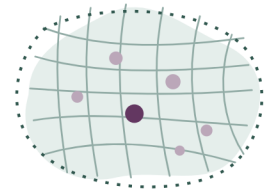
Sklaveniti, C. (2015, 2020)

Enter the plausible field

What enters the frame when we cast our gaze more reflexively?

- Histories, cultures, roles, rules and structures enter the relating.
- Present concerns and imagined futures shape what may be carried forward.

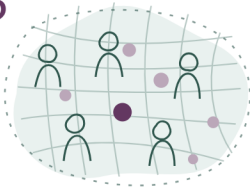
Relating creates a plausible field of possibilities.



02

Sklaveniti, C. (2015, 2020)

03



Stay with relating

What is becoming through the ways we relate?

- People, relationships and meanings are continuously constructed and reconstructed.
- We participate in this process and emerge through it.

We participate in relating and become through it.

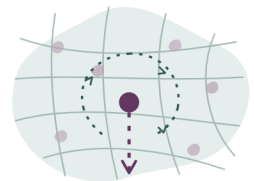
Sklaveniti, C. (2015, 2020)

Follow the possibility

As a possibility gathers life within a relational field, what allows it to travel?

- Invitation creates an opening.
- Exploration connects and develops possibility.
- Affirmation gives it meaning and energy for co-action.

Responsive interplay carries possibility towards co-action.



04

Leadership is an ongoing process signifying the pursuit of direction in the production of a space for co-action.

And so, the dialogue continues:

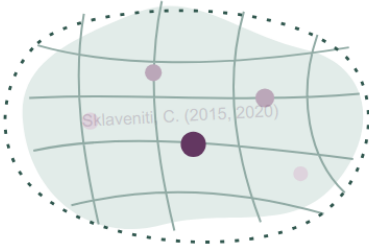
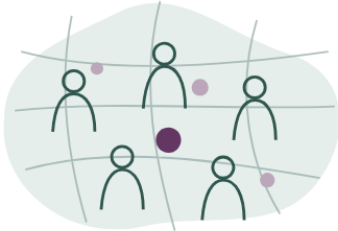
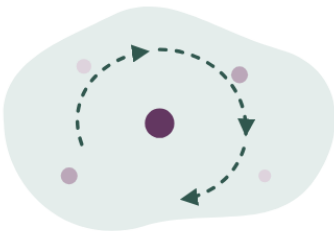
What possibilities for leadership are we producing through the ways we relate?

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Where Does Leadership Happen?

RESEARCH IN PRACTICE

Where we place our attention shapes how we participate in what becomes possible.

 THE FIELD Attend to organisational conditions What possibilities for direction do culture, governance, structures, rules and roles make plausible? • Clarify roles, authority, responsibilities and decision processes. • Notice what existing arrangements enable, privilege or constrain. Structure gives relating form and shapes possibilities for co-action.	 THE COLLECTIVE Sustain spaces for co-action How do concerns and possibilities enter collective engagement? • Create spaces for concerns to be voiced, connected and explored. • Hold difference in dialogue and follow how possibilities travel. Spaces for co-action are socially produced and continually sustained.	 THE MOMENT Respond to the opening What opening is being created, and how might our response carry it forward? • Notice invitations and remain with exploration. • Affirm possibilities as they gather meaning and commitment. Each response participates in what becomes possible.
Relational leadership practice unfolds across the field: through the conditions we shape the spaces we sustain and the responses through which possibilities gather life.		

And so, the dialogue continues:
What possibilities for leadership are we producing through the ways we organise, relate and respond?

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