



Leading well means exceeding goals by growing people.

Seven principles and twenty behaviors anyone can observe from outside, for whoever leads six people or six hundred.

- 1

PURPOSE

Whoever leads knows why they lead, and their team knows it too.

1

The team explains its priorities in the same words as the person who leads it.

2

Hard decisions are justified by the purpose, and it shows.
- 2

PREPARATION

Leading can be learned, and whoever leads never stops preparing.

3

Nobody leads people without first preparing to do it.

4

Whoever leads spends time every year training how they lead, with real practice and input from their team.

5

What they learn shows later in their behavior, and someone checks.
- 3

TRUST

On the team of someone who leads well, people can tell the truth.

6

Bad news arrives early, and people are thanked for bringing it.

7

Someone can say no in a meeting, and nothing bad happens.

8

Different voices change decisions.
- 4

GROWTH

Whoever leads well grows people until they can take their place.

9

They delegate real decisions, and people take on more responsibility every year.

10

There are successors ready for the critical roles.

11

People grow from within: internal promotions and mobility.

12

With the time artificial intelligence frees up, whoever leads is more present with their team, and people do higher-value work.
- 5

SUSTAINABILITY

Goals are exceeded with people, and their human cost counts as a result.

13

Results are reviewed together with turnover, workload, and team burnout.

14

The workload is sustainable: there is rest, and there are limits.
- 6

SELF-AWARENESS

Whoever leads knows themselves, asks for the truth about themselves, and uses it.

15

They ask for input on how they lead from people who can give it without fear.

16

They check what they believe about themselves against what their team experiences.

17

They can be seen changing something after hearing it.
- 7

INTEGRITY

Whoever leads the organization lives up, in their behavior, to what the organization declares.

18

What gets reported matches what gets rewarded.

19

Whoever leads holds themselves accountable for their own example.

20

Decisions made under pressure follow the stated values.

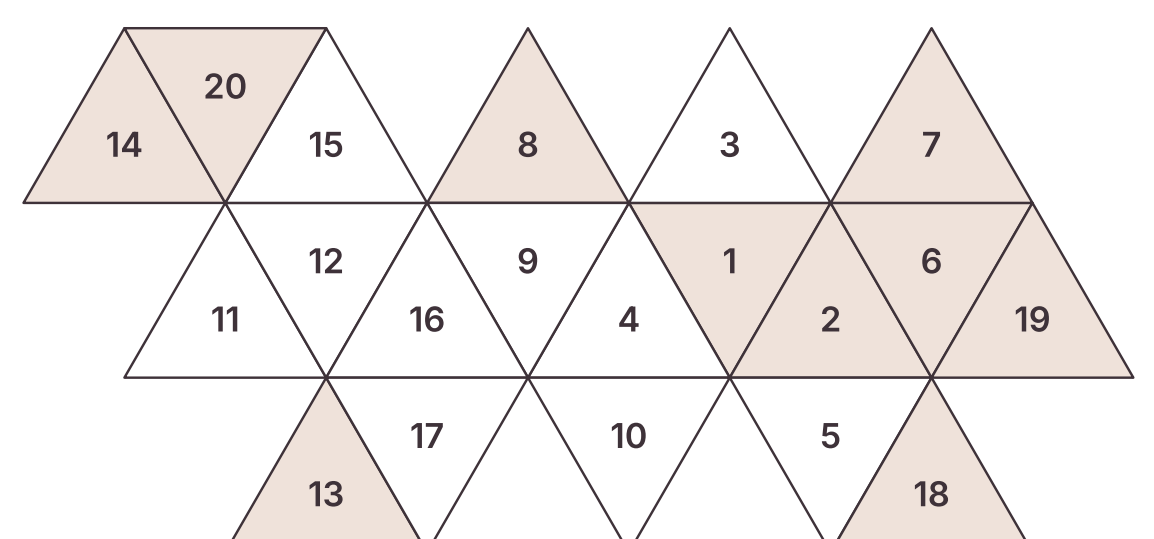
TWENTY FACES, TWENTY BEHAVIORS

The symbol is an icosahedron: twenty triangles, and from any single point you never see more than ten. Each face is a behavior. What the team sees depends on where it looks.



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Read them, test yourself and, if you recognize yourself, endorse them.



The icosahedron, unfolded. Each number is a behavior.