LEADERSHIP INTELLIGENCE

By Caroline Webb

READING PATHS THROUGH THE BOOK

A COMPANION TO THE BOOK

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There's more than one way to read *Leadership Intelligence*. You can go from cover to cover, dip into whichever chapter speaks to today's challenge, or follow one of the reading paths below. These are a suggested set of chapters — a custom "prescription" of sorts — tailored to some common contexts you can find yourself in as a leader.

IN THIS GUIDE

01 You're new in role (or taking on a major new challenge)
02 You're shaping a new strategy
03 You're trying to drive a major improvement or change effort
04 You're feeling personally worn down
05 You're worried about one person's performance
06 You're worried about your team's overall performance
07 You're all facing a lot of upheaval
08 You're operating in an environment with a lot of conflict or tension

YOU'RE NEW IN ROLE (OR TAKING ON A MAJOR NEW CHALLENGE)

Channel that early energy well, understand before you act, then set direction and build the team.

Chapter 1: Better Understand a Complex Situation — 360-Degree Vision. Read the terrain before you act. Pay particular attention to the questions in See Deeper, which help you understand what you're inheriting and help you get to know each person in your team.

Chapter 4, Spotlight: Being Guided by Your Leadership Principles. Get clear on what you want people to understand that you stand for. Combine with **Chapter 9, Spotlight: Being a Role Model for the Change** to decide on your signature moves.

Chapter 2: Make Time for Your Top Priorities — Yes-Grow-No Rule. Early days in a role can feel overwhelming. Protect your scarce early attention. Extract yourself from commitments where needed.

Chapter 5: Mentally Prepare for a Key Meeting — Triple-A Checklist. Make the most of your early meetings with new colleagues and stakeholders.

Chapter 4: Make an Important Decision — ACORN Approach. As you make your early calls, use ACORN to structure the thinking — and, run with your team, it's a great way to bring people with you, because a fair and transparent process helps even those who'd have chosen differently commit to the outcome.

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Chapter 8: Get People Aligned on a Goal — Pillars of Possibility. Don't rush into action — but when you're ready, make sure you hit all four Ps to set the kind of direction people can rally around and get excited about.

Chapter 10: Communicate and Be Heard — Four Frequencies. Whatever you're saying to your new colleagues, think about how to make your message land more effectively.

Chapter 14: Strengthen Team Collaboration — 4 Hs of Team Inspiration. Use these techniques to get to know your new team better, and create some positive new team rituals.

YOU'RE SHAPING A NEW STRATEGY

Sharpen every stage by reading the landscape without jumping to conclusions, doing high-quality structured thinking, and bringing people with you along the way.

Chapter 2: Make Time for Your Top Priorities — Yes-Grow-No Rule. Clear real space to think bigger-picture thoughts about where you need to go, rather than trying to shoehorn it in around the edges.

Chapter 1: Better Understand a Complex Situation — 360-Degree Vision. You probably want to use all four approaches to understand the landscape deeply, and get beyond any initial biases you have. Make a point of taking the "outside view," too: look hard at your customers and competitors, and game out how rivals might respond to your move.

Chapter 3: Come Up with Fresh Ideas and Solutions — FUSE Model, and the Spotlight: Planning for Uncertain Futures. Use this to generate strategic possibilities, and then use probabilistic thinking to game out the possible futures for the most appealing options — mapping the range of ways things could go and weighting each scenario by how likely it is.

Chapter 4: Make an Important Decision — ACORN Approach. Use this to structure a discussion about your options and make your decision more robust. Pay attention to the techniques in Next Steps to make sure you're kicking the tires on where you land. Read **Bonus tip: Stage, Track, and Pivot** to help you keep your bets nimble.

Chapter 7: Lead Intelligent Team Discussion — 3 Fs of Team Wisdom. Techniques for you to think through strategic issues with others, so you're getting the benefit of everyone's intelligence and creating a broad base of ownership of the new direction of travel.

Chapter 8: Get People Aligned on a Goal — Pillars of Possibility. Translate the strategy into effective goals that will carry you all forward.

Chapter 10: Communicate and Be Heard — Four Frequencies. Think about how to explain the strategy in a way that engages people and helps them get (and stay) on track.

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If the strategy requires new ways of working: Chapter 9: Change the Way People Work — CASE for Change. Give yourself the strongest chance of getting new ways of working to stick.

If needed at any stage: Chapter 6: Handle a Disagreement Well — Common Ground Technique. Helpful if you end up having disagreement about the direction of travel with a peer, or need to mediate disagreement within your team.

YOU'RE TRYING TO DRIVE A MAJOR IMPROVEMENT OR CHANGE EFFORT

Understand what you're really changing, set compelling direction, create the conditions for change to stick, and keep communicating.

Chapter 1: Better Understand a Complex Situation — 360-Degree Vision. Before you change anything, get a clear-eyed read on how things work now, and why, and the real problem to solve. Combine with **Chapter 9 Bonus Tip: Chesterton's Fence —** the reminder not to tear down an existing practice until you understand the problem it was put there to solve.

Chapter 8: Get People Aligned on a Goal — Pillars of Possibility. Change lands better when people can see where it's taking them and why it's worth it.

Chapter 9: Change the Way People Work — CASE for Change. This is the heart of any behavioral change you want. Work through every step to make sure people want to do what you want them to do. Make your "Clear" step a collaborative one using **Chapter 7: Lead Intelligent Team Discussion — 3 Fs of Team Wisdom.** Change that's imposed tends to be resisted; change that's co-created tends to stick.

Chapter 9, Spotlight: Being a Role Model for the Change. A single powerful way to hit all four corners of CASE is to visibly live the change yourself.

Chapter 10: Communicate and Be Heard — Four Frequencies. A change effort is never one announcement; it's a message you'll need to repeat far more often than feels natural.

Chapter 13: Develop a Colleague's Capabilities — GUIDE Model of Coaching. New ways of working often ask people to build new skills. Coaching helps them develop the confidence to work differently.

If you meet resistance: Chapter 6: Handle a Disagreement Well — Common Ground Technique. Surface the overlap between where you want to go and what people are worried about losing along the way.

YOU'RE FEELING PERSONALLY WORN DOWN

Steady yourself, be deliberate about your time, and rebuild your resilience (and help your team do the same).

Chapter 15: Stay Steady and Energized Under Pressure — Five Resets. All five resets can help you — work through them all in depth. Make sure to pay real attention to Recharge and Reflect, as these are ongoing

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habits that can build your resilience over time. Use the bonus tip on Measured Authenticity to decide what to share if you're going through a specific challenge that's affecting your demeanor.

Chapter 2: Make Time for Your Top Priorities — Yes-Grow-No Rule. When you're overloaded it's crucial to spend your energy where it matters. To stop carrying everything yourself and do more "Let Go and Grow," it helps to combine with **Chapter 11: Delegate for High Performance — Fix-Flex Approach.**

Chapter 4, Spotlight: Being Guided by Your Leadership Principles. It can help to reconnect with what you really care about and feel proud of.

Chapter 21: Build Healthy Resilience in Your Team — 5 Cs of Team Resilience. If you're exhausted, your team might be too. The first C is conversation — have a discussion with your team about resilience, and use the rest of the chapter as a checklist for everyone, including you.

If you're really depleted: Chapter 18: Help a Colleague Who's Struggling — CALM model. Look at the three worked examples to see if any of those solutions (shifting workload, coaching yourself, time out) could be usefully applied to yourself.

YOU'RE WORRIED ABOUT ONE PERSON'S PERFORMANCE

Give them every chance to succeed—find out what's really going on, check they're set up well, and help them improve—while being fair and clear if things become more serious.

Chapter 1: Better Understand a Complex Situation — 360-Degree Vision. Before you conclude it's a performance problem, get curious about what's really going on — use the See Deeper questions to check whether the obstacle is the person, or the role, the workload, or something outside work.

Chapter 11: Delegate for High Performance — Fix-Flex Approach. Check you've set them up to succeed: often expectations weren't as clear as you thought, or they need more direction and support. Get the Fix-Flex balance right.

Chapter 12: Give Feedback that Drives Action — Factual Feedback Model. Be specific about the gaps—but also notice what they're doing well, so you both know what to build on. Prepare and follow every one of the five steps. Take particular care to be specific in your Observations, and use the Invitation step to find out what's really holding them back.

Chapter 13: Develop a Colleague's Capabilities — GUIDE Model of Coaching. Help them work out how to improve while keeping them thinking for themselves. Pay particular attention to the Deepen step, to get past the first easy answer.

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Chapter 18: Help a Colleague Who's Struggling — CALM Approach. If it persists, use Check, Ask, Listen, and Make manageable to flush out whether there's a bigger problem beneath the surface, at work or beyond it.

Chapter 20: Handle Exits and Layoffs Fairly — Compassionate Clarity. If you've given real support and things still aren't improving, this helps you raise serious concerns with both kindness and clarity.

YOU'RE WORRIED ABOUT YOUR TEAM'S OVERALL PERFORMANCE

Check you understand the blockages, then lift how your team thinks, delivers, and grows.

Chapter 1: Better Understand a Complex Situation — 360-Degree Vision. Get really curious about what people are finding hard about the work, and what might be hampering their performance. Use the questions in See Deeper to get to root causes, and really listen to what you're hearing. But also use the other tools in the chapter (See Differently, See Across, See the System) to put your observations in context.

Chapter 8: Get People Aligned on a Goal — Pillars of Possibility. You might be heading in the right direction, but need to set goals in a way that's more inspiring and engaging to your team. For example, make sure people see the Purpose behind what you're doing. Check that there's a Path that joins everyone up, so that people aren't pulling in different directions.

Chapter 12: Give Feedback that Drives Action — Factual Feedback Model. When there's a performance issue with several people on a team, it's often the case that the leader hasn't been giving feedback in a way that people can really process. So work through this model carefully and build it into your 1-1s.

Chapter 11: Delegate for High Performance — Fix-Flex Approach. Check that you're delegating in a way that gets the best out of your team, giving them the right mix of clarity and autonomy.

Chapter 13: Develop a Colleague's Capabilities — GUIDE Model of Coaching. Deliberately develop your people's sense of capability and accountability by improving the way you coach them.

Chapter 7: Lead Intelligent Team Discussion — 3 Fs of Team Wisdom. Make the team collectively wiser by using these techniques to get them thinking more effectively together.

Chapter 14: Strengthen Team Collaboration — 4 Hs of Team Inspiration. Improve the way that people work with each other, so the team is more than the sum of its parts.

Chapter 21: Build Healthy Resilience in Your Team — 5 Cs of Team Resilience. Consider whether the team is simply too overloaded to do well on the things that matter most.

YOU'RE ALL FACING A LOT OF UPHEAVAL

Help everyone stay centered and adaptable, and keep everyone moving through turbulent times.

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Chapter 16: Lead Through Uncertainty and Upheaval — Know-Be-Do Framework. Your anchor chapter for this situation — a way to give people something solid to hold onto (what you Know, who you'll Be, what you'll Do) when the ground is shifting.

Chapter 3, Spotlight: Planning for Uncertain Futures. Think in scenarios, not single forecasts, and plan for a range of possibilities. Do this with your team to help them feel more in control.

Chapter 15: Stay Steady and Energized Under Pressure — Five Resets. Make sure that you're investing in your own resilience, so you can be a clear-headed force for good in your team.

Chapter 16, Spotlight: Talking about Crisis and Bad News. If you need to break hard news, use this checklist to do it well.

Chapter 19: Respond to Failures and Mistakes — Voyage of Discovery. Turn setbacks into learning opportunities by getting people off the defensive and into discovery mode.

Chapter 20: Handle Exits and Layoffs Fairly — Compassionate Clarity. If the upheaval might mean losing people, make sure to read the layoffs section of this chapter as early as possible.

Chapter 21: Build Healthy Resilience in Your Team — 5 Cs of Team Resilience. Do these five things to build the team's capacity to bounce back.

YOU'RE OPERATING IN AN ENVIRONMENT WITH A LOT OF CONFLICT OR TENSION

Lower the temperature and rebuild trust — in relationships and across the team.

Chapter 6: Handle a Disagreement Well — Common Ground Technique, + Spotlight: Challenging Constructively. Turn friction into something more productive, and learn to challenge others in a way that doesn't inflame things further.

Chapter 17: Improve a Difficult Stakeholder Relationship — Bridge Model. Repair a strained relationship by rebuilding the connection deliberately, from both sides.

Chapter 13: Develop a Colleague's Capabilities — GUIDE Model. Support someone who's at the eye of the storm. If they're having an especially hard time, look at **Chapter 18: Help a Colleague Who's Struggling — CALM Approach.**

Chapter 9, Spotlight: Being a Role Model for the Change. Set the tone by walking the talk — in a tense environment, people watch how you behave especially closely.

All three team chapters — Chapter 7 (3 Fs), Chapter 14 (4 Hs), Chapter 21 (5 Cs). Build your own healthier microculture, whatever is going on in the rest of the organization.

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