

PRINCIPLES OF LEADERSHIP

1. Leadership as DAC: Direction, Alignment, Commitment (Center for Creative Leadership).

Direction → clear purpose

Alignment → coordinated actions

Commitment* → shared ownership

“Leadership is not a crown you wear; it’s the current you create.”

2. Principles of Adaptive Leadership

Right style, appropriate style.

Belbin Team Roles → matching roles to strengths.

Tuckman’s Stages → Forming, Storming, Norming, Performing.

“The best leaders are style-fluid: firm when the team is forming, freeing when the team is flying.”

3. Navigating a Complex World

Leadership prototypes for complexity.

No one-size-fits-all leader; prototypes adapt to environment.

“In a complex world, your first draft is never the final answer—build to learn, not to win.”

4. Why We Do What We Do

“If people only work for money, they’ll never work for you—they’ll work for whoever pays more.”

5. How We Do What We Do

Procedural fairness.

Fair process ≠ always favourable outcomes.

The three E’s of fairness: Engagement, Explanation, Expectation clarity.

“People will accept a tough decision if they believe the game was played fairly.”

6. The Safety to Fail

Psychological safety.

Contrast “safe to fail” vs. “fail to be safe.”

Google’s Project Aristotle findings.

“The best teams aren’t fearless—they are fear-free.”

7. The Fragile Core – Trust

Building and sustaining trust.

Trust equation: Credibility + Reliability + Intimacy – Self-Orientation.

Why it’s “hard to build, easy to break, impossible to clone.”

Trust is a slow deposit and an instant withdrawal.”

Leadership is not about being in charge—it’s about taking care of those in your charge.”