

Lead With Clarity

Introducing the Leadership Fluency framework for understanding and navigating four distinct leadership roles.

Workbook
METHOD & MATTER

The Framework

Understanding the shape of your leadership

The Framework

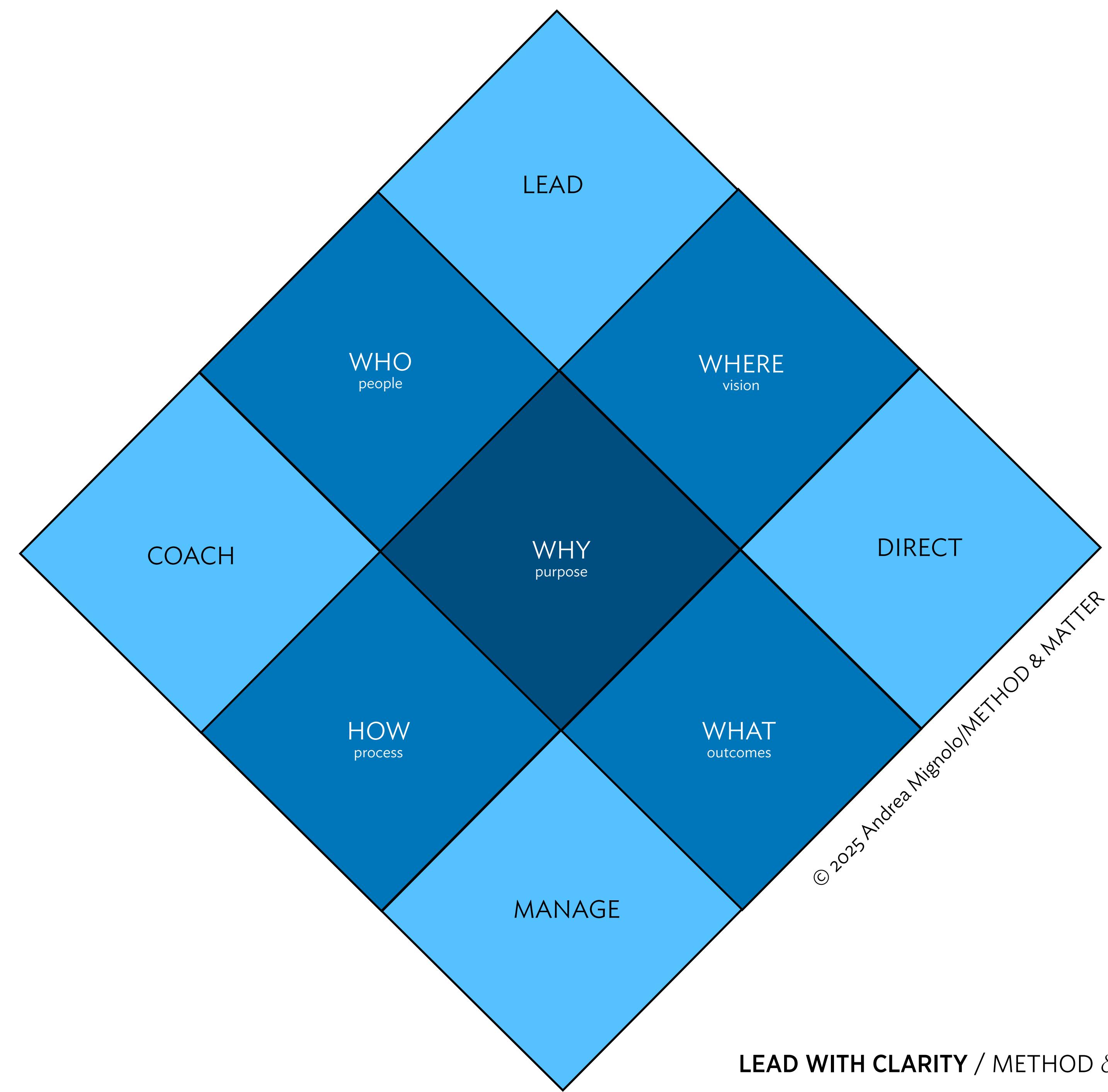
The Leadership Fluency framework maps the four leadership roles that connect organizational elements.

The elements are represented by the central X shape: WHERE is vision, WHAT is outcomes, HOW is process, and WHO is people.

WHY, or purpose, is always at the center of everything.

Each leadership role emerges from engaging with a specific combination of these elements.

Use this framework to identify which elements and roles are most useful for shaping the situation or conversation you are in.



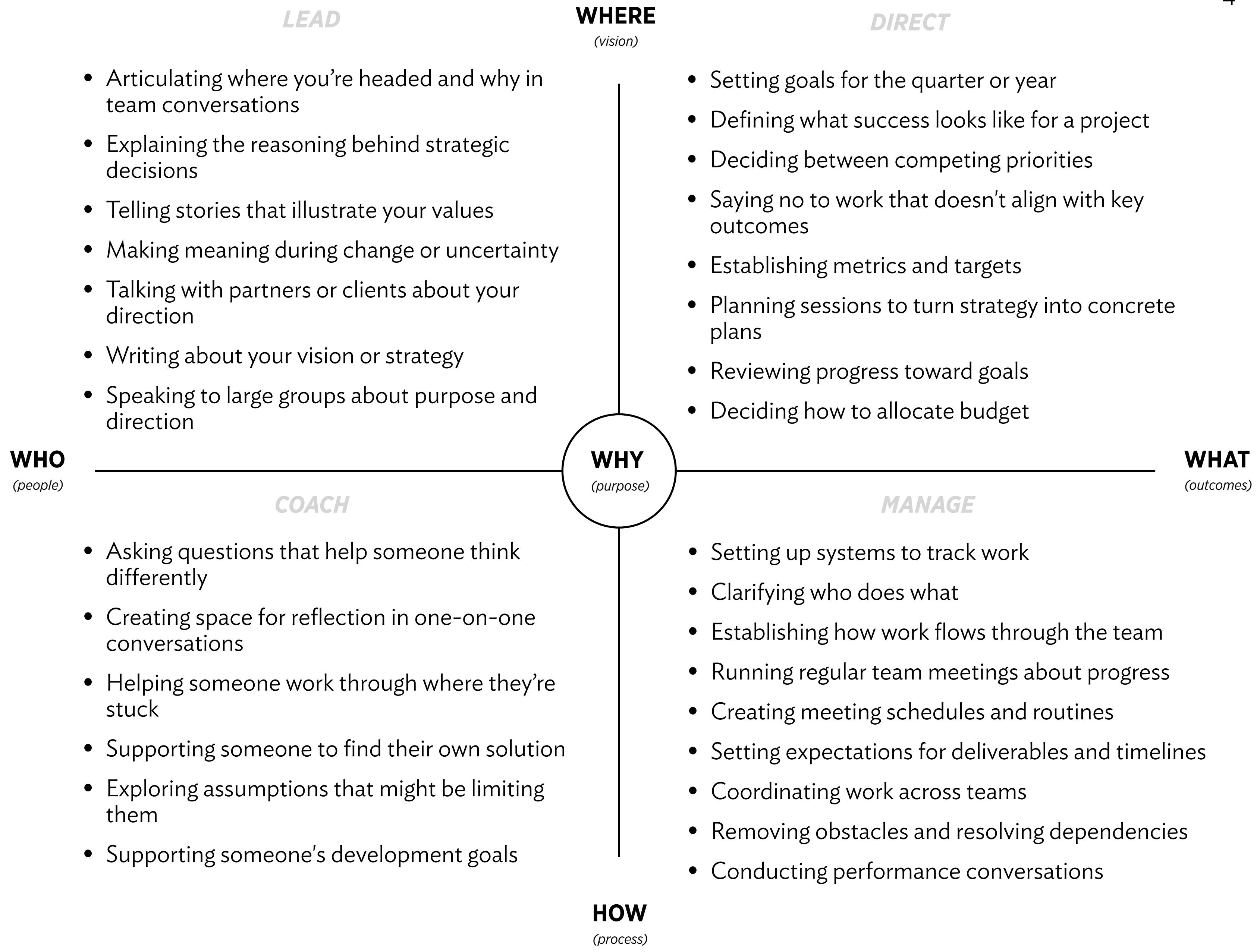
The Roles

These are common activities within each leadership role.

Use these examples to build your recognition of what each role looks like in practice.

Notice which activities feel most familiar to you and which feel less natural.

As you move through your work, these examples can help you name which role you're utilizing, and what other roles might be supportive.



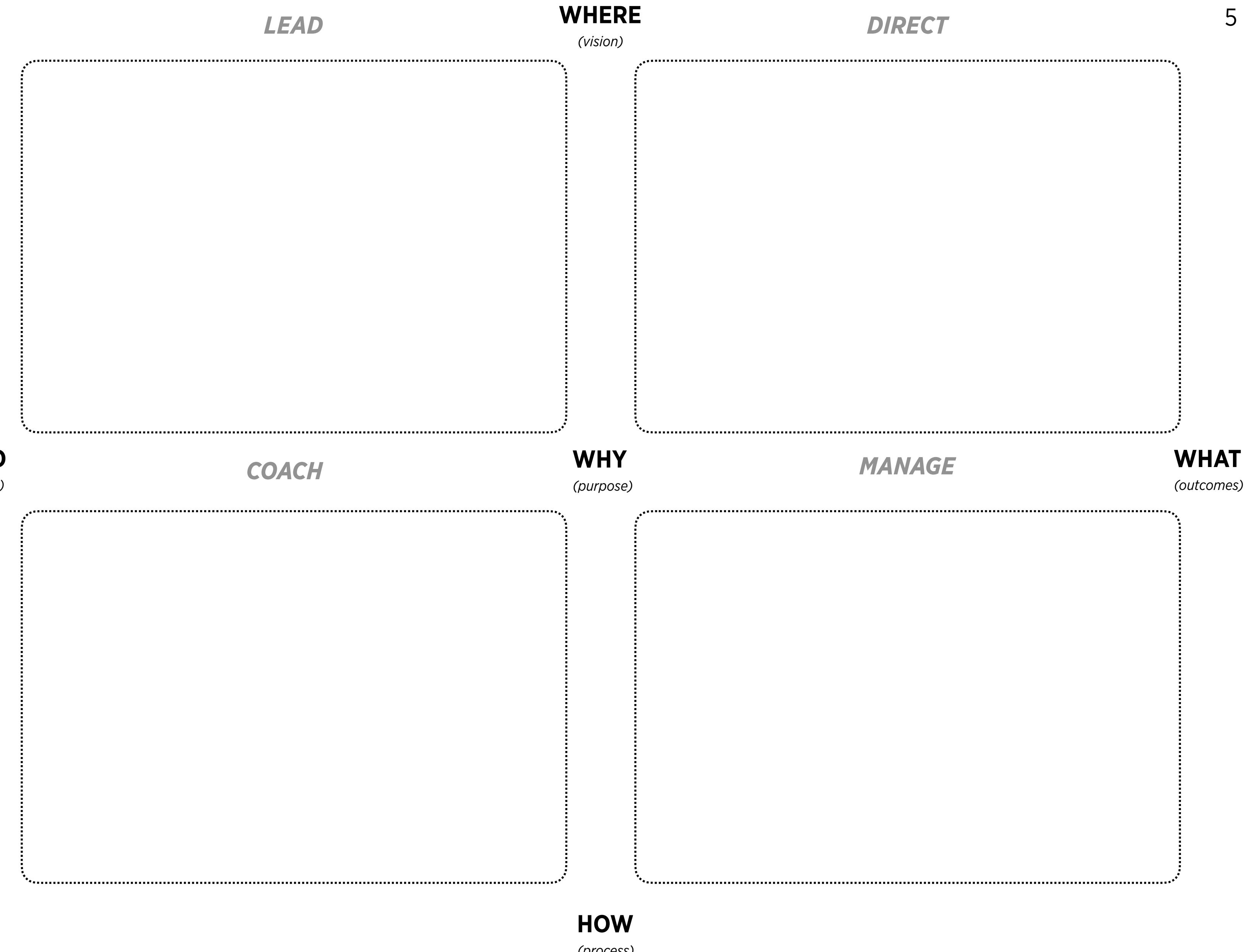
Your leadership map

Map your own leadership activities across the four roles.

Think about a typical week or month and list the specific activities, meetings, and work you do in each quadrant.

Be concrete—instead of ‘strategy,’ write ‘quarterly planning session’ or ‘revising team OKRs.’

Capture where your time and energy actually go right now.



Where do you spend your time?

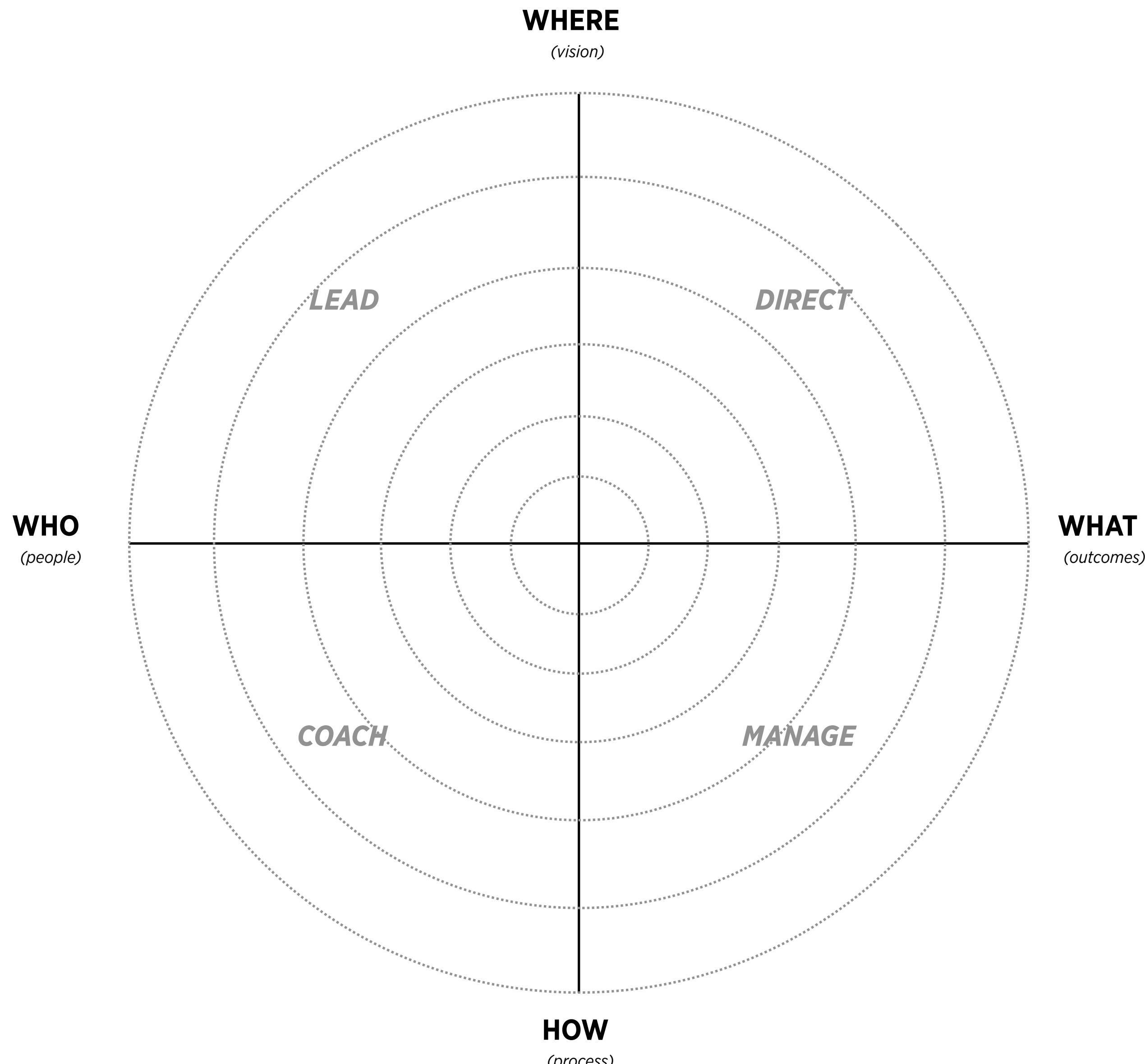
For each role, estimate what percentage of your leadership time you spend there.

Mark a point in each quadrant — closer to the center means less time, farther out means more time.

Connect the dots to see your current leadership shape.

Then, using a different color or dotted line, map where you want to be spending your time.

What does the gap between these two shapes tell you about what needs to shift?



Which role?

There are no hard and fast rules for what roles are needed when, though there are some heuristics you can use to guide you.

Think of these roles as ways you have to shape a situation or a conversation.

Over time, you'll start to get a feel for what combinations work best for your specific role, organization, and scope of responsibilities.

Time Horizon

- *Immediate/short-term needs* → Manage, Direct (create clarity and structure quickly)
- *Longer-term shifts* → Lead, Coach (build understanding and capacity over time)

Scope of Impact

- *Individual level* → Coach, Mentor (develop specific people)
- *Team/system level* → Lead, Direct, Manage (shape collective work)

Nature of the Challenge

- *Technical* (known solution exists) → Mentor, Manage (share expertise, create structure)
- *Adaptive* (solution must be discovered) → Coach, Lead (expand thinking, connect to purpose)

Degree of Clarity

- *Clear path forward* → Manage, Direct (execute and focus)
- *Unclear/emergent* → Lead, Coach (explore and make meaning)

Locus of Ownership

- *You provide direction* → Direct, Manage, Mentor (share what you know)
- *They discover it themselves* → Coach, Lead (create space for insight)

Reflection Questions

Growing your leadership fluency

Lead

Vision & Purpose:

- How effectively am I translating abstract vision into concrete, relatable terms for my team?
- What stories am I telling that help people see themselves in our shared future?
- Does our vision still resonate with the team's evolving needs?

Influence & Inspiration:

- Am I modeling the behaviors and values I want to see in others?
- How do I respond when my vision meets resistance or skepticism?
- What legacy am I creating through my leadership decisions?

Organizational Impact:

- How well do I understand the broader ecosystem my team operates within?
- Where might I be inadvertently creating silos or barriers to collaboration?

Direct

Clarity & Focus:

- How clearly can my team articulate our top three priorities right now?
- Where am I creating confusion by trying to do too many things at once?
- What decisions am I avoiding that are creating ambiguity for others?

Decision-making:

- How quickly do I make decisions when the path forward is uncertain?
- Where might my desire for consensus be slowing down necessary action?
- When did I last change direction based on new information—and how clearly did I communicate why?

Accountability & Outcomes:

- Do people know exactly what they're accountable for delivering?
- How do I respond when outcomes aren't being met?
- Where might I be measuring activity instead of results?

Manage

Systems & Processes:

- What friction points are slowing down our team's ability to deliver results?
- How do I balance standardization with the need for flexibility?
- Which meetings, reports, or processes could we eliminate without losing value?

Performance & Accountability:

- How quickly do I address performance gaps when they arise?
- Am I giving people the tools and resources they need to succeed?
- What would happen if I wasn't here for a week—would things run smoothly?

Resource Optimization:

- Where am I over-investing or under-investing our team's time and energy?
- How effectively am I protecting my team from organizational noise and distractions?

Coach

Development & Growth:

- What assumptions am I making about what each person needs to grow?
- How often do I ask “What do you think?” before offering my own perspective?
- When have I seen someone surprise themselves with their own capability?

Creating Safety:

- How comfortable do people feel bringing me problems or admitting mistakes?
- What signals might I be sending that discourage open dialogue?
- How do I respond when someone’s approach differs from what I would do?

Letting Go:

- Where am I solving problems that others could solve themselves?
- How do I distinguish between when to step in and when to step back?
- What would it look like to be less helpful in service of others’ growth?

Next Steps

Try this out in the coming days and weeks

Next Steps

Map Your Current Work. Spend 15 minutes plotting your activities from the past two weeks across the four quadrants (LEAD/DIRECT/MANAGE/COACH). Where do most of your dots land? Which quadrants feel empty? This shows you where you naturally spend time and where you might expand.

Practice Your Stretch Role. Identify your least comfortable role. Find one situation this week where you consciously practice it - even if it feels awkward. Notice what happens when you step outside your default.

Notice What Situations Need. This week, pause in 3-4 moments and ask: What is this situation asking for? Vision and meaning? Clear outcomes? Structure? Someone discovering their own answer? See what leadership roles are most useful for shaping a conversation or situation.

If you want to go deeper, consider joining a [Leadership Fluency workshop](#) (the next one is February 24th - 26th, 2026)!

I'm Andi, and I run METHOD & MATTER, a work coaching practice for leaders navigating complex organizational challenges.

I work with leaders and teams through coaching and workshops, drawing on years of organizational experience and a blend of practical frameworks and embodied practice. My approach is grounded in what actually works when you're navigating complexity and building teams.

If you want to go deeper with this work—whether through coaching, bringing a workshop to your team, or exploring how leadership fluency applies to your specific challenges—I'd love to hear from you.

Learn more: methodandmatter.com

Reach out: andrea@methodandmatter.com

Connect: [LinkedIn](#)

