

# Leadership Fluency

A framework for understanding four distinct leadership roles and a diagnostic for reading situations clearly and consciously choosing your approach.

Webinar Workbook  
METHOD & MATTER

# The Framework

Understanding the shape of your leadership

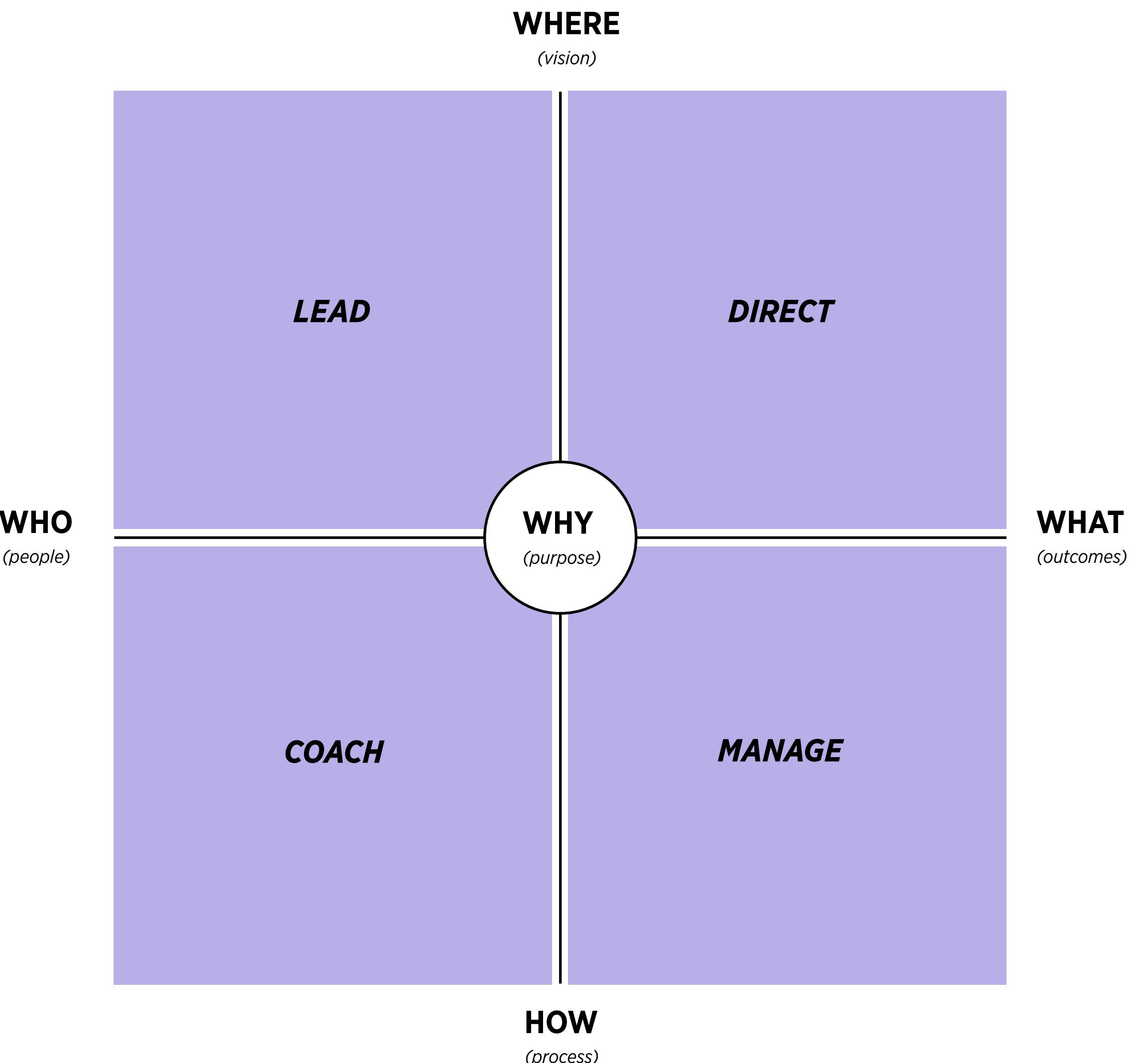
# The Framework

This framework maps the four leadership roles you can step into.

The axes represent key organizational elements: WHERE is vision, WHAT is outcomes, HOW is process, and WHO is people.

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

Use this framework to identify which combination of organizational elements needs your attention—that tells you which role to step into.

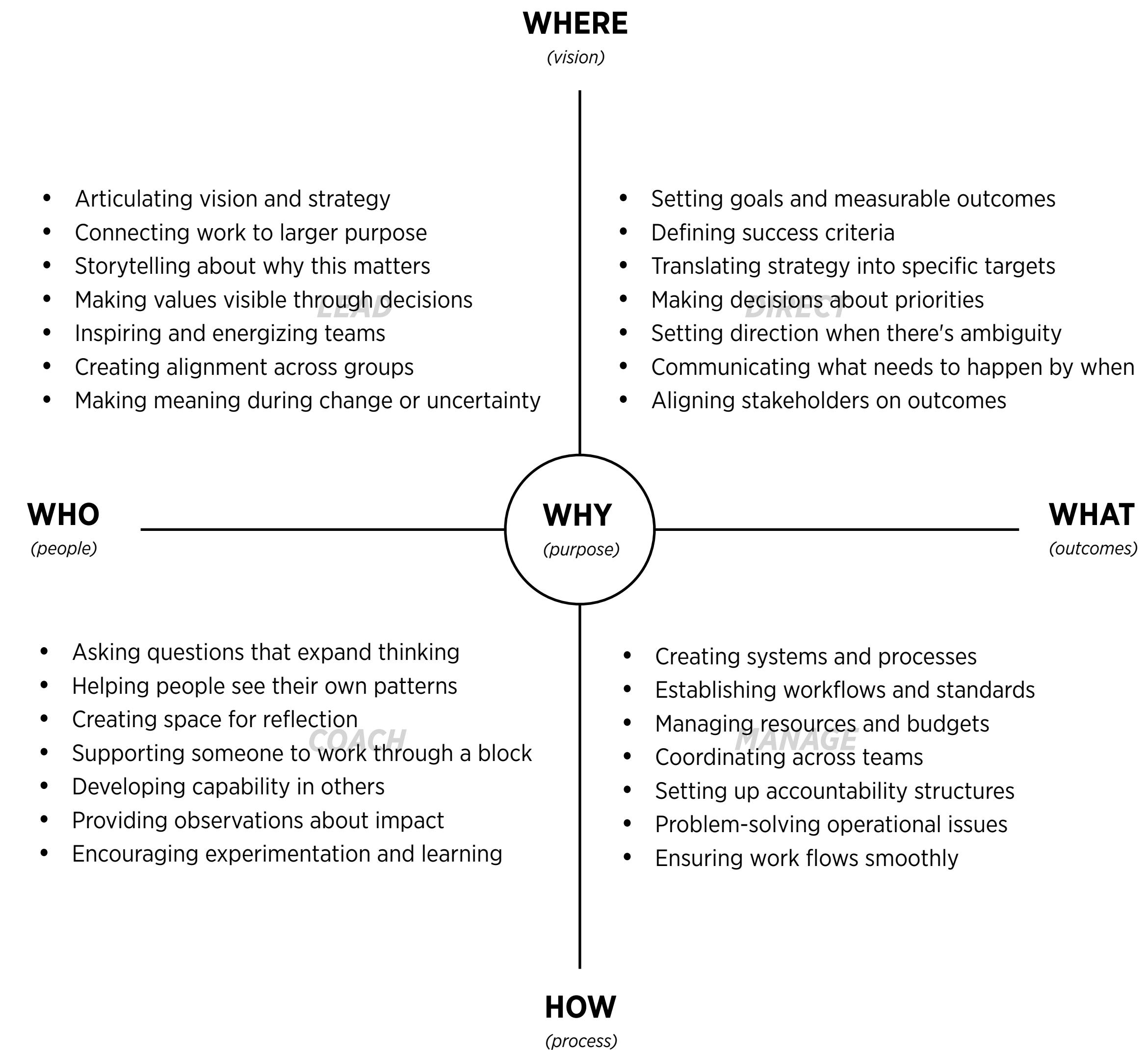


These are common activities within each leadership role.

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 in—and whether it's the role the situation actually needs.



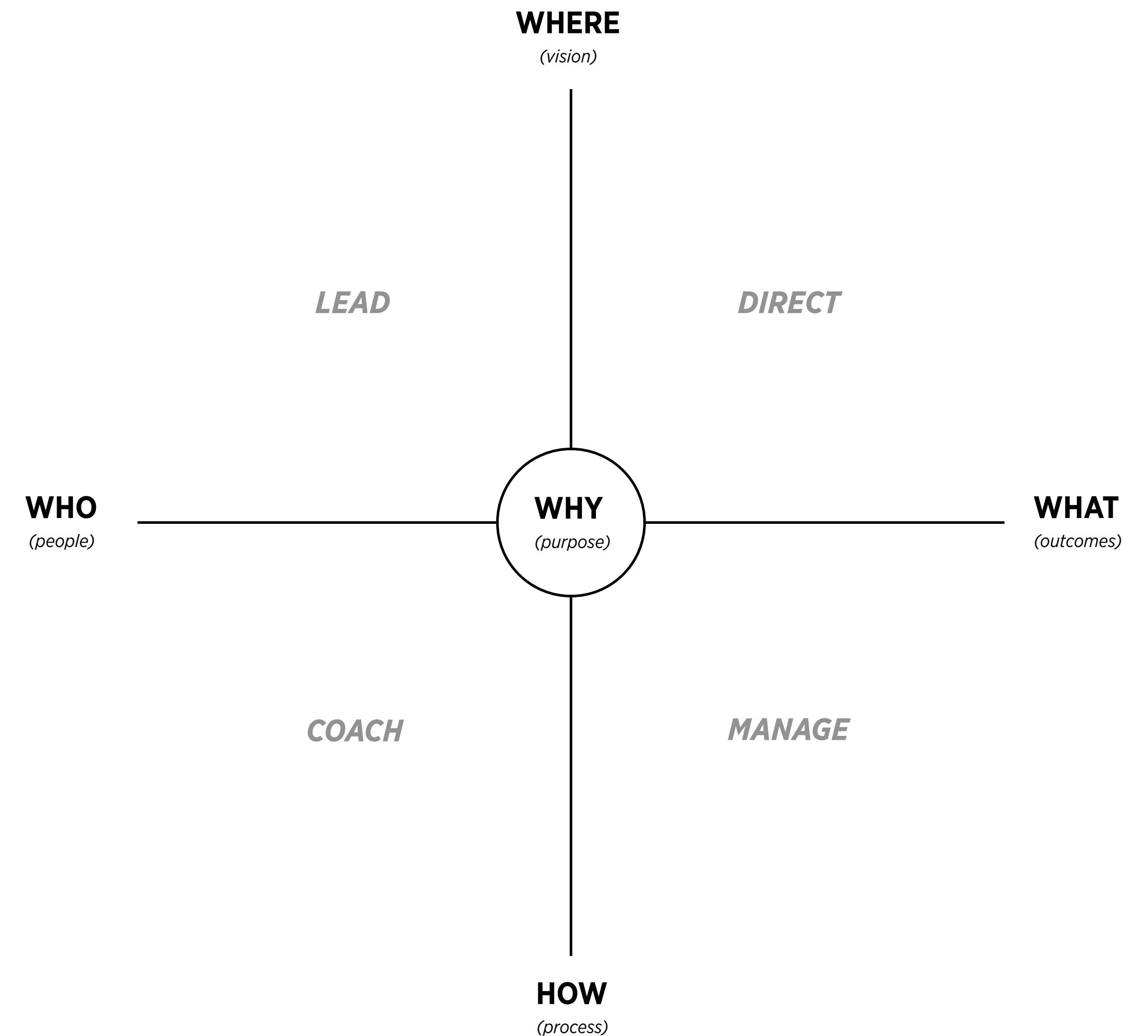
## Your leadership map

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?

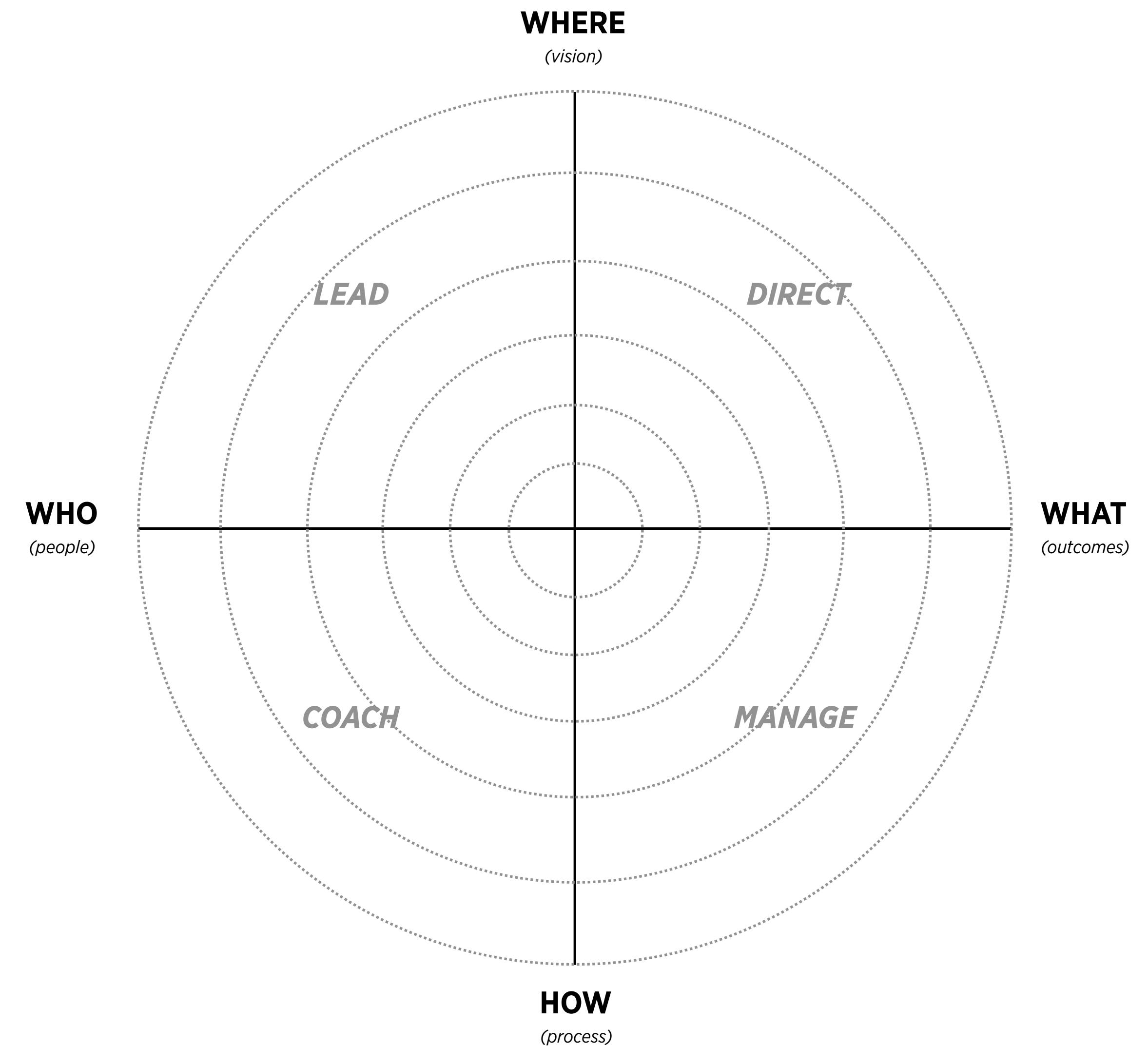
For each role, estimate what percentage of your leadership time you spend there.

Mark a point on each axis—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?



# The Diagnostic

LOOK / ASSESS / LOCATE / ACT

## Look

What are the facts? What stories are you hearing? What's the urgency?

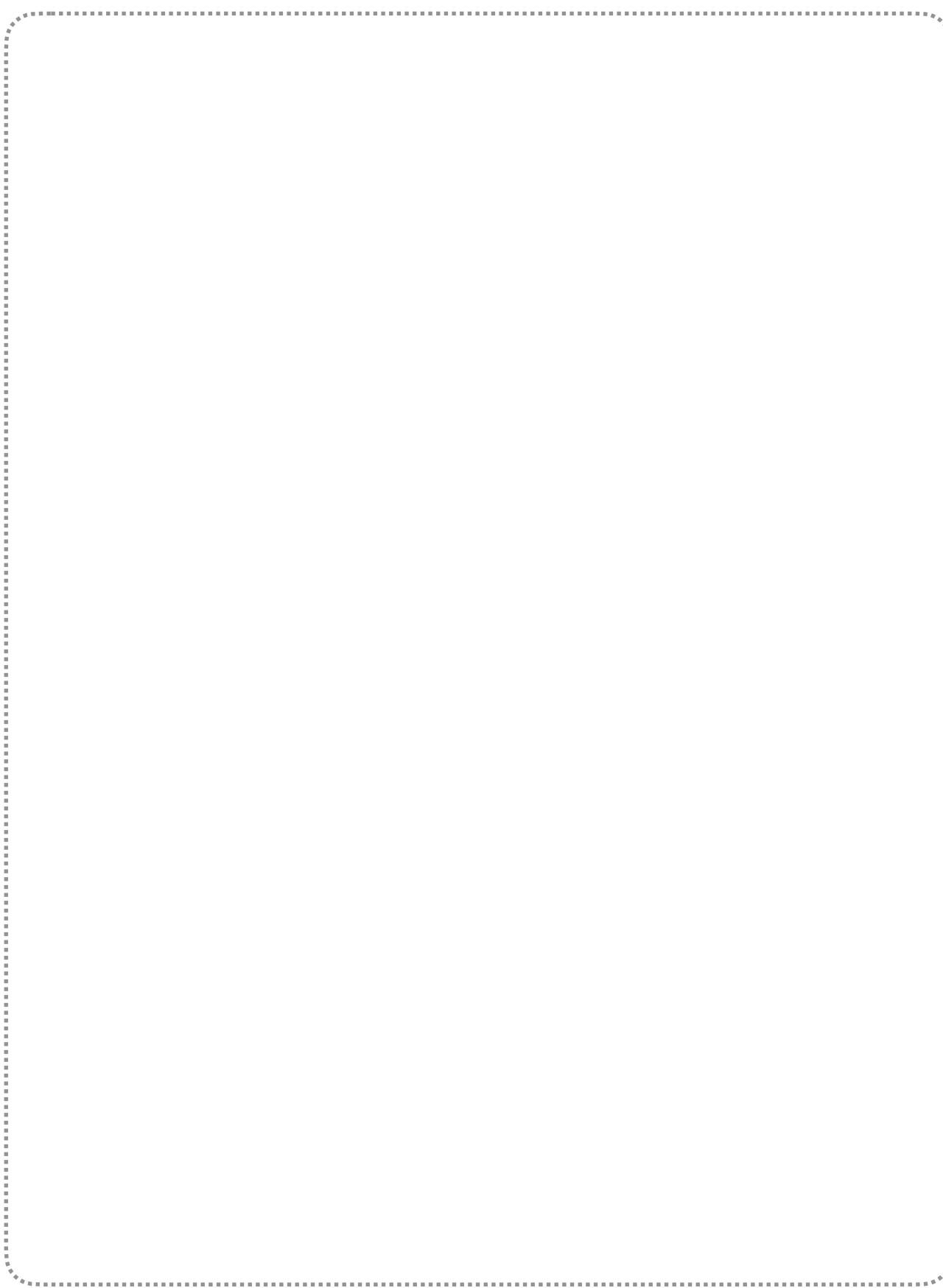
Start by stepping back and observing what's actually happening. Separate what you can see and verify (facts) from what people are saying or the meaning they're making (stories). Notice the level of urgency - is this acute and immediate, or chronic and building over time?

**Facts:** What has happened? What are the observable behaviors or events? What changed?

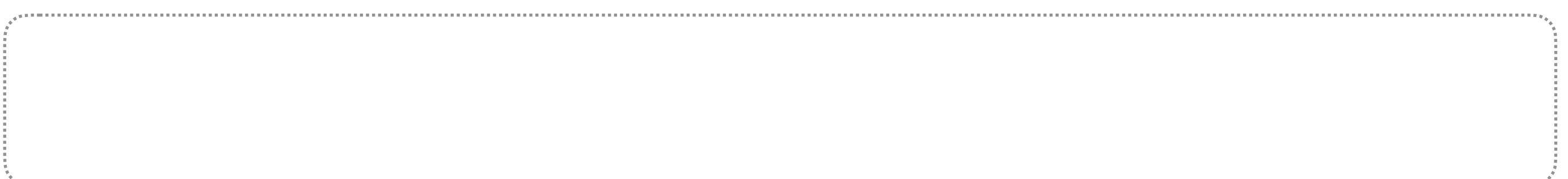
**Stories:** What are people saying about what's happening? What interpretations or meanings are being made? What language are they using?

**Urgency:** Is this blocking work right now? Is it getting worse? How much time do you have?

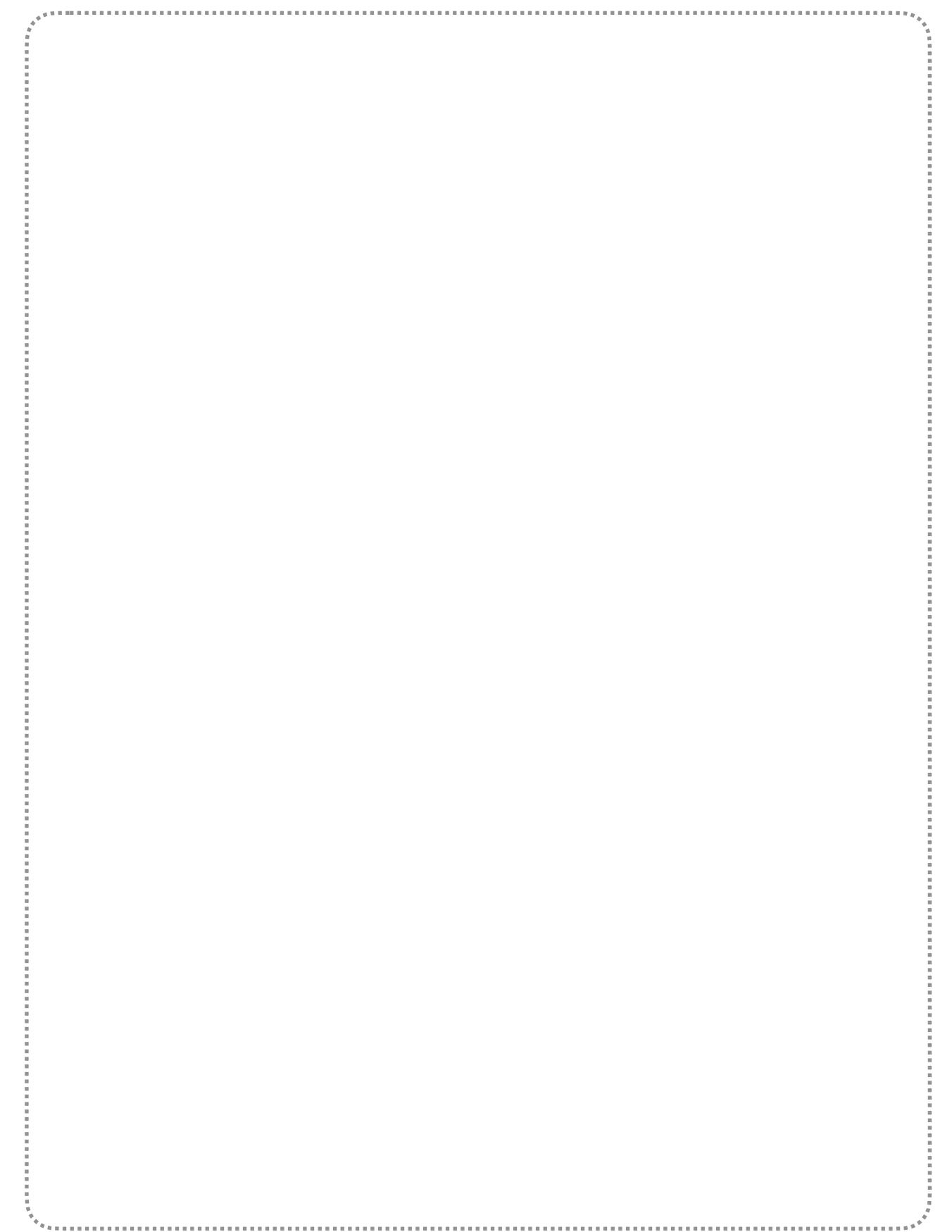
## Facts



## Urgency



## Stories



## Assess

What's present? What's missing? What do you want?

Now reflect on what you're seeing. This step reveals multiple intervention points - places where you could act. There's no single right answer here.

What's present? What's already here? What capacity, energy, or resources exist? What patterns do you notice?

What's missing? What's not here that might be needed? For different people or groups, what's absent? This could be clarity, trust, process, capability, alignment, or something else.

What do you want? What's your desired end state? What would success look like? What outcomes matter to you?

### What's present



### What's missing



### What do you want?



## Locate

**Who is involved?** What's your relationship with each person?

Map the people in this situation—both those directly involved and those affected by it. Then identify your relationship with each person. This reveals where you have leverage and access.

**Who's directly involved?** Who is at the center of this situation?

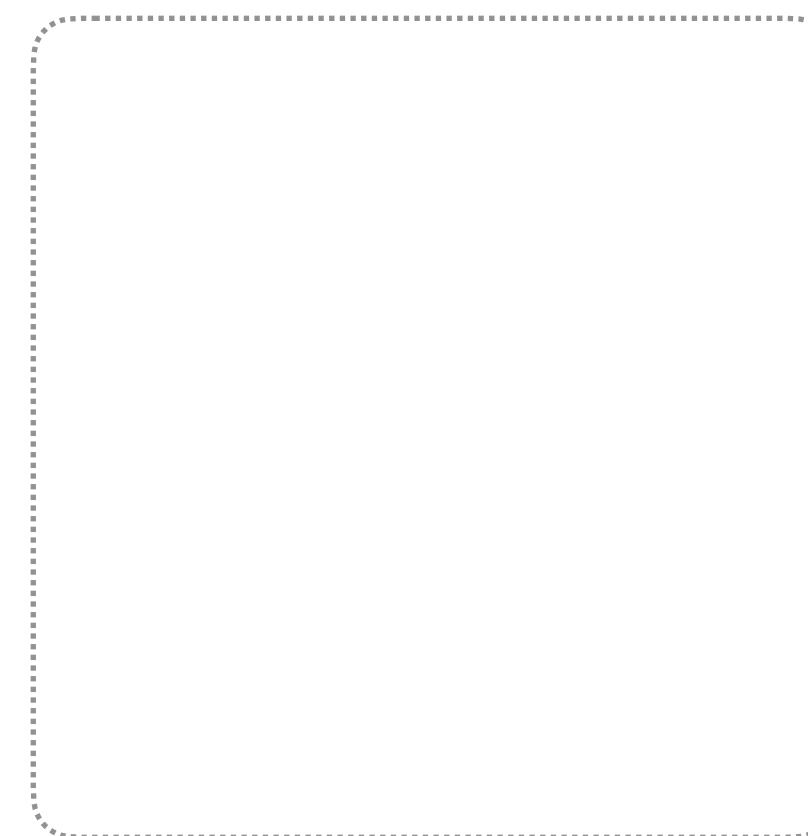
**Who's indirectly involved or affected?** Who else is impacted? Who's watching this unfold?

**Where do you sit?** Are you inside the situation or outside it?

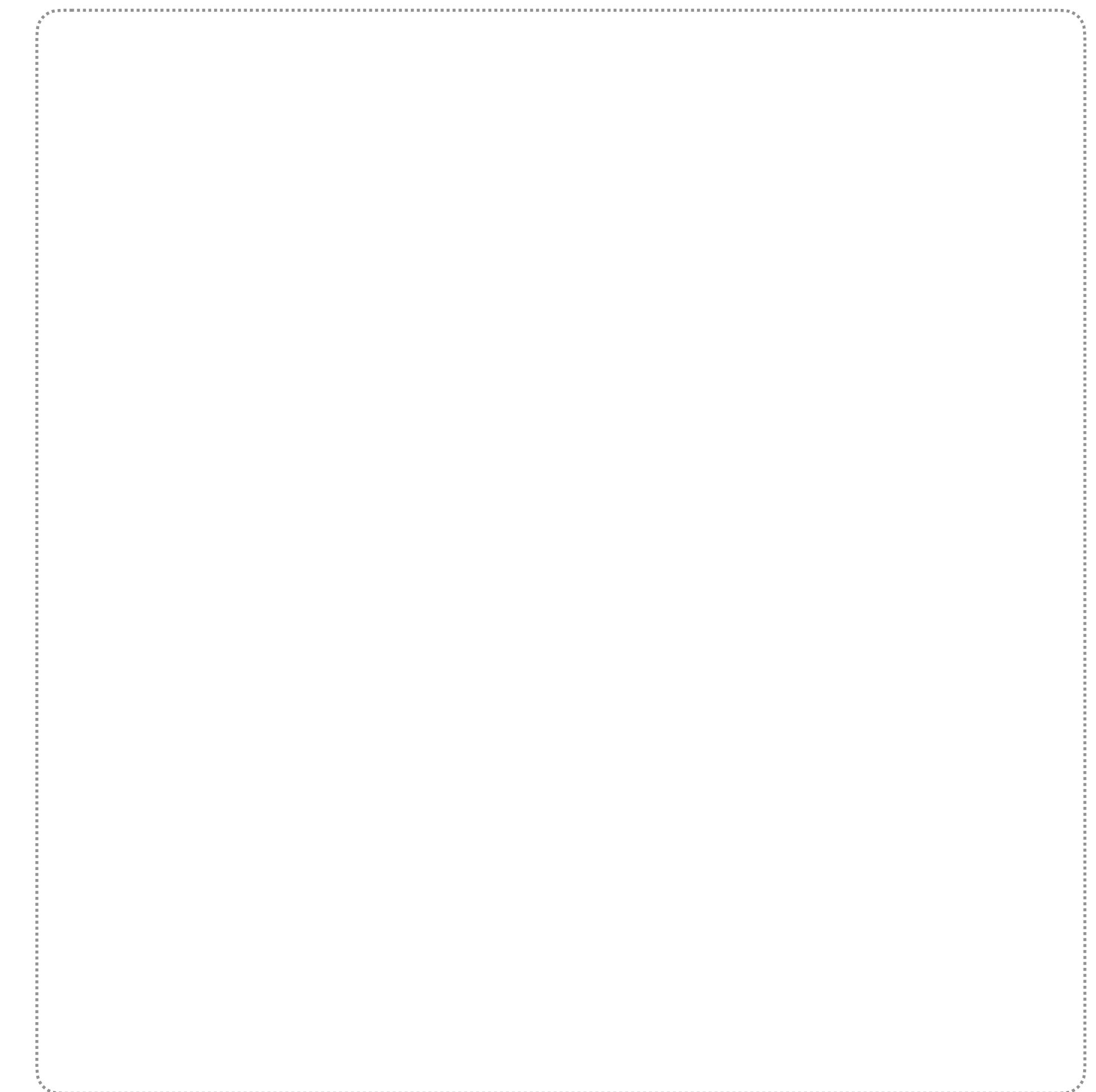
What is the quality of your relationships? Use trust, power, and access to note each relationship.

**Circle your intervention points.** Looking at your map, circle the people who seem like the best places to intervene—where you have the access and leverage to make a difference.

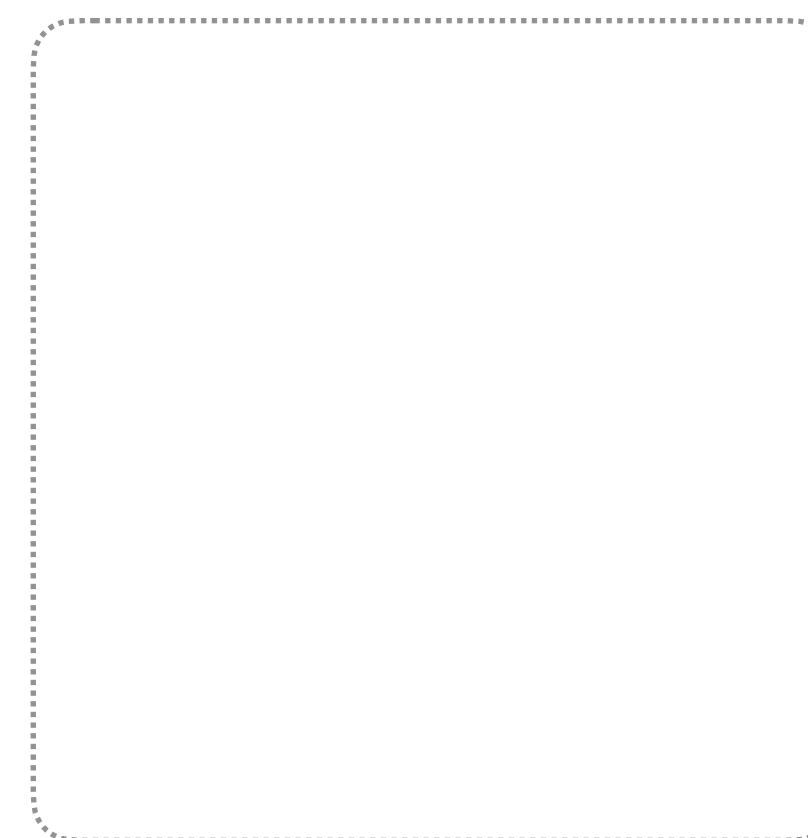
### Directly involved



### Relationship map



### Indirectly involved



**Trust level:** ★★★ (high), ★★ (average), ★ (low)    **Power:** ↑ (more), ↔ (equal), ↓ (less)

**Access:** Green (direct), Red (cannot go direct)

# Mapping key (detailed)

## TRUST

★★★ = High trust - strong working relationship, you know each other well, open communication

★★ = Average trust - building relationship, working well together, still developing rapport

★ = Low trust - new relationship, limited connection, or strained relationship

## POWER

↑ = More power than you - they have authority over you (your manager, their manager, senior leaders)

↔ = Equal power - peers at your level in the organization

↓ = Less power than you - you have authority over them (your direct reports)

## ACCESS

**Green** = You can go direct—it's appropriate for you to have conversations about work, blockers, concerns, what you're seeing, what needs to change. These are your direct reports, your manager, your peer first team, and your mentors.

**Red** = You cannot go direct—it's not appropriate to voice concerns directly to this person. You need to work through their manager or another channel. These are your skip-level reports, people in other departments where you'd undermine their manager by going direct, senior leaders multiple levels above you, people on other teams where the relationship needs to go through their manager.

## Act

Start by reconnecting to what you want - your desired outcome from ASSESS. Then identify who you could talk to and what each conversation would be about. Finally, consider which leadership approach each conversation needs.

**What do you want?** (From ASSESS) What's your desired end state?

**Who will you talk to?** (From LOCATE) List the people you've selected to talk to.

**About what?** For each person, what would the conversation be about? What would you address?

**What's your approach?** For each conversation, which role fits?

- LEAD (vision/meaning)
- DIRECT (outcomes/targets)
- MANAGE (process/structure)
- COACH (developing capacity)

**What do you want?**

**Who will you talk to? About what?**

**What role?**

# 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? You don't have to act differently yet - just practice reading what's needed.

**Use the Diagnostic When Stuck.** If you hit a situation where you're genuinely unclear what's needed or how to move forward, work through LOOK → ASSESS → LOCATE → ACT. See what it reveals.

# 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?

I'm Andi, and I run METHOD & MATTER, a work coaching practice for leaders navigating complex challenges while staying true to who they are.

I work with leaders and teams through coaching and workshops, drawing on years of leadership 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](http://methodandmatter.com)

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