

THE TWELVE DISCIPLINES

The question that tests each one, and the move that starts it.

1 YOU ARE NOT THE EXCEPTION

Do you hold yourself to the same patterns you expect of everyone else, without a quiet carve-out for your situation?

FIRST MOVE

Put the questions in front of yourself in the morning. The conviction grows back overnight; that is why it has to be daily.

3 COACH DON'T MANAGE

In your last three one-on-ones, did the other person do most of the talking?

FIRST MOVE

The next question you could answer in ninety seconds, don't. Ask what they think about it, then go home.

5 BECOME A LEARNER

Have you learned something new in the last quarter, badly at first, in front of people you lead?

FIRST MOVE

Be the person who stands up and says: I hear you've figured something out. I'd love to hear all about it.

7 INSPIRE DON'T MOTIVATE

Can you connect what your teams did last week to why it matters, without using a number to do it?

FIRST MOVE

Spend three minutes connecting one person to the human on the other side of their work. That is the whole move.

9 INTENTIONALLY BUILD CULTURE

Could you write down three behaviors you are deliberately building, and would your team recognize them as real?

FIRST MOVE

Pick the frames. Go first, visibly, on an ordinary weekday, longer than feels reasonable. Everything else is interior decorating.

11 DELEGATE

When you hand something off, does the person get the intent and the information, or just the task?

FIRST MOVE

List today's decisions. Ask of each: is the person deciding this the best person to decide it? Hand down intent, not a script.

2 SEE THE VISION

Could five people, picked at random, tell a stranger where you're all going and why, in their own words, without the deck?

FIRST MOVE

Say where you are going out loud this week, imperfectly. Doing something beats doing nothing.

4 CLEAR THE WAY

Can you name the single biggest thing in your people's way right now, and what you did about it this week?

FIRST MOVE

Ask your team where the wall is. They already know, and they've stopped mentioning it. Then move it, or tell them the truth about why it won't move.

6 CHOOSE YOUR ROOMS

Do you know which meetings get worse when you walk in, and have you stopped attending any of them?

FIRST MOVE

Name one room that runs better without you, and stop attending it. Then go put yourself in the conversation that's actually happening.

8 COMMIT TO IMPROVEMENT

Has your team changed how it works in the last quarter because of something it learned about itself, and did the change stick?

FIRST MOVE

Put one item first on the next retrospective, especially if you think you don't need one: why we think we've arrived.

10 CHANGE THE SYSTEM

When something fails repeatedly, do you change the system before you evaluate the people inside it?

FIRST MOVE

Find the total nobody has ever added up, print it, and put it in front of the people who built it one favor at a time.

12 PROTECT THE TEAMS

When pressure came down from above last time, did it stop with you before it reached your team?

FIRST MOVE

Your structure answers one question daily: whether knowing the truth out loud is safe. Make it safe, then say we.