LEADERS ARE MADE, NOT BORN

A HANDBOOK FOR THOSE WHO ASPIRE TO LEAD

52 WEEKS OF INTENTIONAL LEADERSHIP DEVELOPMENT



HERB MAST

Author of *Intentionality for Leaders*

LEADERS ARE MADE, NOT BORN

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HERB MAST

A 52-week journey to understand leadership, embrace its responsibilities, and take intentional action to increase your impact as a leader.

ADVANCE REVIEW COPY

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This book is intended for leadership education and personal reflection. Readers are encouraged to consider its principles and suggestions in light of their own circumstances and responsibilities.

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DEDICATION

Coming Soon

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AN INVITATION TO LEAD

Leaders are made, not born!

I want to dispel the notion that only certain people can lead. Some people are born with traits and talents that help them lead effectively. But leadership is not reserved for them. Every person can develop the ability to lead through intentional choices and action.

This does not mean every person is equipped to lead in every situation. Different situations call for different strengths, and each of us can recognize opportunities to step forward and provide the leadership needed.

Our personalities, talents, and the effort we invest influence how we lead and how effective we become. My hope is that this book helps you understand what leadership is, how leaders develop, and how you can become a more effective leader by putting that understanding into practice.

So, leadership is not a title someone hands you. It begins when you decide to take responsibility for the direction of your own life and for the difference you can make in the lives of others.

That decision is a beginning, not a declaration that you have arrived.

The pages ahead are an invitation to learn what leadership asks of you, practice it in ordinary moments, and keep choosing it when the work becomes difficult.

Leadership happens when you take action on purpose, with purpose, and for a purpose.

WHAT THIS BOOK ASKS OF YOU

This is a book for people who ultimately aspire to improve outcomes and the lives of the people who produce those outcomes.

Everything starts with and is sustained by leadership.

Better leaders, better outcomes, better experiences.

Leaders give away credit and take responsibility. They own the outcome and lead people to volunteer their talents and efforts in bettering outcomes and experiences.

To aspire means you do not have all the answers, yet desire greater awareness for the things you don't know. That desire goes together with the humility and hunger to listen, act, learn from what happens, and try again.

It all starts with a choice…to lead.

Across fifty-two weeks, we will look at that choice to lead, the work of leading yourself, the relationships that make influence possible, and the responsibility of moving people from here to there.

Read a week. Think about it. Make a commitment and follow through. Grow as a leader with intentionality over the next year.

Then, over the course of your career, return to these reflections and questions to stay focused.

Learn…apply...grow…be reminded…apply more...grow even more.

THE HERBISMS

I was coaching a client in and around 2016 when the concept of a Herbism was coined--not by me, but by my client.

My preferred leadership coaching cadence consisted of a monthly day-long visit, during which a 60-90 minute group leadership development session would take place, along with 1:1 sessions with each of the leaders.

During one of those visits a manager asked if I would send him and the rest of the team a weekly leadership perspective that would help them be more mindful of their leadership behaviors during the week.

He told me that while the monthly sessions were helpful, and that they refer to my various leadership perspectives as Herbisms, it would be really beneficial if I would send them a short Herbism each week to help them stay focused.

Over the next three years I sent them, and my other clients, a weekly Herbism. Their numbers refer to those original pieces, which were presented in a somewhat random order based on what was on my mind at the time, or what I thought would be most helpful to them.

Here, the various reflections have been arranged to provide a logical journey for a reader who is aspiring to lead.

The weekly illustration, discussion, and Intentionality commitment are meant to help you move from understanding to practice.

A WEEKLY PRACTICE

Read the opening pages before beginning Week 1. They provide the context for the practice that follows.

Each week is a four-page reflection.

Set aside time to observe, read, and reflect. Then make one specific commitment to carry into your week's work and relationships.

Page 1: VISUALIZE

The illustration gives you a situation to notice and interpret.

Page 2: READ

The Herbism states the core idea in a form you can carry with you.

Page 3: EXPAND PERSPECTIVE

The next page opens the idea and asks you to examine your own leadership.

Page 4: MAKE A COMMITMENT

The Intentionality page turns reflection into one specific commitment to act.

One week. One perspective. One little next step.

Intentionality turns little steps into big outcomes!

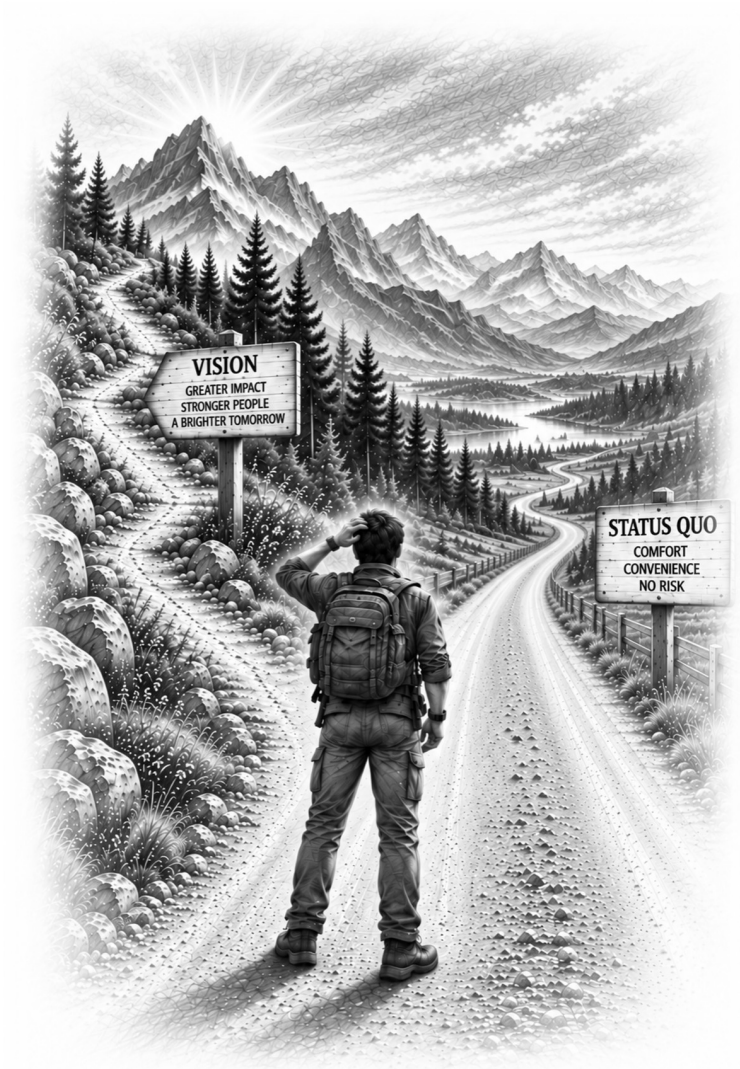
PART ONE

CHOOSING TO LEAD

The journey begins with a decision.

WEEK 1

LEADERSHIP IS A CHOICE



WEEK 1

LEADERSHIP IS A CHOICE

HERBISM #54

LEADERS ARE MADE, NOT BORN.

Leadership isn't something that happens to you.

It's something that's revealed in you in direct relation to the choices you make moment by moment, day by day, week by week...

Hence, Leadership is a choice, followed by many small intentional actions.

WEEK 1

LEADERSHIP IS A CHOICE

LEADERSHIP IS SOMETHING YOU DEVELOP.

Leaders are developed over time. A title or natural ability may create an opportunity, but neither makes a person a leader. Leadership grows through ordinary choices, followed by intentional actions, repeated day after day.

Each choice becomes a behavior; behaviors become habits. Leadership isn't something you arrive at. It's a craft you hone as you step beyond the status quo toward a vision of what could be.

Becoming a leader calls for choices to:

- **Step in.** Take initiative instead of waiting for someone else.
- **Own the outcome.** Accept responsibility rather than assigning blame.
- **Listen well.** Seek to understand before offering an answer.
- **Keep learning.** Stay open to correction and growth.
- **Serve others.** Put their progress ahead of personal credit.

Am I committed to doing the work required to be a leader?

WEEK 1

LEADERSHIP IS A CHOICE

INTENTIONALITY

ONE STEP THIS WEEK

Leadership is developed through intentional choices and consistent actions. This week, your challenge is simple: choose one small way to step in, take ownership, serve, or learn - and do it.



REFLECTION

Take a few moments to reflect: Where do you see an opportunity this week to demonstrate leadership? What is one area where you can step in, take ownership, serve, or learn?

SOME IDEAS TO GET YOU STARTED

- **Step in.** Take initiative where others may be waiting.
- **Take ownership.** Own a problem instead of pointing to blame.
- **Listen.** Ask a question and really listen to understand.
- **Serve.** Do something to help someone else succeed.
- **Learn.** Seek feedback and be open to a new perspective.

Choose one idea above, or identify your own. The key is to be intentional and follow through.



THIS WEEK'S INTENTIONALITY COMMITMENT

What specific action will I take to demonstrate leadership?

When will you do it?

Who might be impacted?

WEEK 2

EXAMINE YOUR MOTIVE FOR LEADING



WEEK 2

EXAMINE YOUR MOTIVE FOR LEADING

HERBISM #121

BE HONEST ABOUT WHY YOU WANT TO LEAD.

Leadership is not the reward for years of hard work.

It is the responsibility to serve others and produce meaningful results.

Recognition, authority, compensation, and status may come with leadership—but they are the fruit, not the root.

Hence, examine your motive before choosing to lead.

WEEK 2

EXAMINE YOUR MOTIVE FOR LEADING

YOUR MOTIVE SHAPES HOW YOU LEAD.

Leadership can bring a title, authority, compensation, and recognition. Those rewards are not wrong, but they become dangerous when they are the reason a person wants to lead.

A healthy motive puts stewardship first. Leaders care for people and produce meaningful results, accepting sacrifice and accountability even when no reward is visible.

Examine your motive by asking:

- **What is entrusted to me?** Name the responsibility.
- **Who depends on me?** Put people before personal rewards.
- **What results matter?** Balance care with performance.
- **What costs will I bear?** Accept sacrifice and accountability.
- **What rewards do I seek?** Appreciate them without making them the aim.

Am I willing to serve and produce results even when no one applauds?

WEEK 2

EXAMINE YOUR MOTIVE FOR LEADING

INTENTIONALITY

EXAMINE YOUR MOTIVE

Motives are rarely perfect or entirely pure. This week, look honestly at what attracts you to leadership - and what you are prepared to give and/or surrender.



REFLECTION

What rewards associated with leadership appeal to you? How might the desire for money, status, authority, or recognition influence the way you lead or serve as a distraction to your leadership?

SOME IDEAS TO GET YOU STARTED

- **Name the reward.** Identify what you hope leadership will give you.
- **Identify the responsibility.** Consider what leadership requires of you.
- **Define the result.** Clarify the meaningful result you must produce.
- **Examine the trade-off.** Decide what comfort you may need to surrender.
- **Ask someone you trust.** Invite candid feedback about your motives.

Honest motives do not require you to reject rewards. They require you to put rewards in their proper place.



THIS WEEK'S INTENTIONALITY COMMITMENT

Which leadership reward most tempts me to focus on myself?

What responsibility will I intentionally embrace?

What meaningful result will I pursue?

WEEK 3

EMBRACE THE RESPONSIBILITIES OF LEADERSHIP



WEEK 3

EMBRACE THE RESPONSIBILITIES OF LEADERSHIP

HERBISM #145

COURAGEOUSLY EMBRACE THE RESPONSIBILITIES OF LEADERSHIP.

Leadership is not a title to enjoy. It is a responsibility to accept.

Authority may be shared. Ultimate responsibility cannot be surrendered.

The work of leadership is often uncomfortable, inconvenient, and repetitive.

Hence, embrace the work your leadership role requires.

WEEK 3

EMBRACE THE RESPONSIBILITIES OF LEADERSHIP

RESPONSIBILITY IS WHERE LEADERSHIP BECOMES REAL.

Accepting leadership means accepting work that can be difficult, uncomfortable, and easy to avoid. Authority may come with a title; responsibility is what makes leadership real.

A leader can share decisions and involve others, but cannot hand away ownership of the people and results entrusted to them.

Leadership responsibilities include:

- **Have difficult conversations.** Address issues honestly and respectfully.
- **Develop people.** Offer coaching, support, and accountability.
- **Run effective meetings.** Invite dialogue and drive decisions.
- **Build team cohesion.** Establish trust around a shared purpose.
- **Provide repeated clarity.** Remind people what matters and why.

Which responsibility am I tempted to avoid? What would embracing it require?

WEEK 3

EMBRACE THE RESPONSIBILITIES OF LEADERSHIP

INTENTIONALITY

EMBRACE THE RESPONSIBILITY

Leadership becomes real when you willingly do the work your role requires - especially when that work is uncomfortable.



REFLECTION

Which responsibility of leadership do you most naturally embrace? Which one are you most likely to avoid, delay, or delegate?

SOME IDEAS TO GET YOU STARTED

- **Name the responsibility.** Identify the leadership work you avoid.
- **Consider the impact.** Recognize who is affected when you fail to act.
- **Define the next step.** Choose one action that moves the issue forward.
- **Schedule the work.** Put the conversation or coaching time on your calendar.
- **Follow through.** Complete the action even if it remains uncomfortable.

Leadership responsibility cannot be embraced in theory. It must be exercised through action.



THIS WEEK'S INTENTIONALITY COMMITMENT

Which leadership responsibility will I intentionally embrace?

What specific action will I take?

When will I complete it?

WEEK 4

LEADERSHIP IS INTENTIONAL INFLUENCE



ON PURPOSE. WITH PURPOSE. FOR A PURPOSE.

WEEK 4

LEADERSHIP IS INTENTIONAL INFLUENCE

HERBISM #44

LEADERSHIP IS INTENTIONAL INFLUENCE.

Control may produce compliance. Influence inspires commitment.

People do more of what they want to do than what they have to do.

Intentional leaders connect people to purpose, create conditions for success, and patiently support growth.

Hence, lead with purpose—not pressure.

WEEK 4

LEADERSHIP IS INTENTIONAL INFLUENCE

INFLUENCE IS NOT CONTROL.

Leadership always influences others. The question is whether that influence produces compliance or earns willing commitment. Control begins with power; influence begins with purpose.

Like a conductor, a leader cannot create the result alone. The leader clarifies a shared purpose, listens carefully, and helps others contribute their best.

Intentional influence creates the conditions to:

- **Clarify the purpose.** Explain why the work matters.
- **Listen before leading.** Learn what people value and need.
- **Remove barriers.** Provide appropriate support.
- **Invite ownership.** Offer meaningful choices in the work.
- **Support growth.** Give feedback, patience, and accountability.

Am I relying on power for compliance, or inviting willing commitment?

WEEK 4

LEADERSHIP IS INTENTIONAL INFLUENCE

INTENTIONALITY

INFLUENCE WITH PURPOSE

Your leadership is already influencing others. This week, become more intentional about the influence you choose to have.



REFLECTION

Where are you relying primarily on position, power, or pressure? How could connecting people to purpose create greater commitment?

SOME IDEAS TO GET YOU STARTED

- **Choose the outcome.** Identify the action you hope to influence.
- **Listen first.** Understand their perspective and concerns.
- **Clarify the purpose.** Explain why it matters to the person and team.
- **Invite ownership.** Ask how the person believes they can best contribute.
- **Provide support.** Remove a barrier, offer help, or give feedback.

Influence becomes intentional when your purpose, approach, and desired impact are Clear.



THIS WEEK'S INTENTIONALITY COMMITMENT

Who do I want to influence?

What shared purpose will I clarify?

How will I invite willing commitment?

WEEK 5

LEADERSHIP IS A TEAM SPORT



WEEK 5

LEADERSHIP IS A TEAM SPORT

HERBISM #2

LEADERSHIP IS A TEAM SPORT.

Leadership is not about having every answer or making every decision alone.

It is about getting the team from HERE to THERE - together.

Leaders establish direction, invite perspectives, and help every person contribute to the result.

Hence, make room for your team. Listen, involve them, and lead together.

WEEK 5

LEADERSHIP IS A TEAM SPORT

SUCCESS IS MEASURED BY WHO ARRIVES WITH YOU.

Leadership is a team effort. A leader may make a plan alone, but a worthwhile result calls for the knowledge and contribution of people with different roles and perspectives.

The leader defines the destination, listens before deciding, and helps each person understand how their work matters. Shared ownership begins when people have a voice in shaping the work.

Leading as a team sport means you:

- **Define THERE.** Make the shared result clear.
- **Tell the truth about HERE.** Start with an honest view of reality.
- **Invite every voice.** Ask for perspectives before making a plan.
- **Connect each role.** Show how every contribution matters.
- **Remove barriers.** Provide the clarity and support people need.

Am I doing the thinking for my team, or drawing on what each person brings?

WEEK 5

LEADERSHIP IS A TEAM SPORT

INTENTIONALITY

MOVE THE TEAM TOGETHER

This week, notice where you are planning or deciding alone. Invite your team to help shape a shared result.



REFLECTION

Where am I planning without hearing from the people who will help carry out the plan? Whose perspective is missing?

SOME IDEAS TO GET YOU STARTED

- **Clarify the goal.** State the result you want the team to achieve.
- **Invite perspectives.** Ask what others see that you may be missing.
- **Connect each role.** Show how every contribution affects the result.
- **Remove one barrier.** Help a teammate contribute more fully.
- **Recognize shared effort.** Thank those who helped shape the plan.

A stronger plan emerges and gets more buy-in when everyone has a voice in creating it.



THIS WEEK'S INTENTIONALITY COMMITMENT

Whose perspective will I invite this week?

What plan will we work on together?

How will I make room for their contribution?

WEEK 6

FACE REALITY WITH COURAGE



WEEK 6

FACE REALITY WITH COURAGE

HERBISM #3

LEADERSHIP REQUIRES COURAGE.

Before leaders can guide people toward THERE, they must tell the truth about HERE.

Plans built on false hopes, pride, or assumptions begin from the wrong starting point.

Courage gives leaders the humility to see the situation as it is - not merely as they wish it to be.

Face reality honestly. Then lead forward.

WEEK 6

FACE REALITY WITH COURAGE

COURAGE BEGINS WITH AN HONEST LOOK AT HERE.

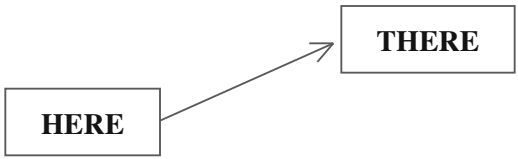
Leadership requires movement, but meaningful movement begins with an accurate starting point. A plan can be thoughtful and a destination can be compelling, yet both become unreliable when the leader has misread the present reality.

Leaders sometimes soften reality because they are overly optimistic. At other times, pride, fear, convenience, ignorance, or attachment to a past decision makes the truth difficult to accept. Courage is the willingness to look clearly anyway.

The ultimate role of a leader is to get a team from HERE to THERE.

A courageous assessment asks:

- **What is actually happening?** Describe the situation without spin.
- **What do the results reveal?** Use evidence rather than assumptions.
- **What strengths are available?** Recognize talent, desire, and resources.
- **What gaps must be acknowledged?** Name what is missing or not working.
- **What realities shape our options?** Consider conditions beyond the team.



Am I willing to face the truth about where we are before deciding where we need to go?

WEEK 6

FACE REALITY WITH COURAGE

INTENTIONALITY

FACE WHAT IS TRUE

This week, identify one reality you may have softened, delayed, or avoided - and choose to examine it honestly.



REFLECTION

Where might optimism, pride, fear, or convenience be keeping you from seeing a current situation clearly? What facts, feedback, or results are you tempted to minimize?

SOME IDEAS TO GET YOU STARTED

- **Name the reality.** State the situation without explanation or spin.
- **Examine the evidence.** Review results, facts, and observations.
- **Invite candor.** Ask a trusted person what you may be missing.
- **Separate facts from hopes.** Distinguish what is true from what you wish.
- **Take the courageous step.** Address the conversation, decision, or gap.

You cannot lead effectively from an imagined starting point. Courage begins by facing what is true.



THIS WEEK'S INTENTIONALITY COMMITMENT

What reality will I face honestly?

What evidence or perspective will I seek?

What courageous action will I take?

WEEK 7

BEGIN WITH THE END IN MIND



ON PURPOSE. WITH PURPOSE. FOR A PURPOSE.

WEEK 7

BEGIN WITH THE END IN MIND

HERBISM #104

LEADERS BEGIN WITH THE END IN MIND.

Leadership gives movement direction. Clarity about the end gives work meaning.

Before the first shovel enters the ground, someone must define what is being built.

A clear THERE helps people coordinate their effort, make better choices, and recognize progress.

See the destination clearly. Then begin.

WEEK 7

BEGIN WITH THE END IN MIND

THE END GIVES THE BEGINNING DIRECTION.

Every meaningful result is created twice: first as a clear idea, and then through choices, effort, and work. Without a clear picture of the end, activity can easily be mistaken for progress.

Beginning with the end in mind means more than setting a goal. Leaders must define what success will look like, why it matters, whom it should serve, and which principles must guide the work.

A clearly defined end answers:

- **What result are we trying to create?** Describe the intended outcome.
- **Why does it matter?** Connect the result to a meaningful purpose.
- **Who should benefit?** Identify the people the result is meant to serve.
- **What must be true when we arrive?** Define the evidence of success.
- **What principles will guide us?** Establish boundaries for the work.

Can I clearly describe the end before asking others to begin?

WEEK 7

BEGIN WITH THE END IN MIND

INTENTIONALITY

DEFINE THERE

This week, choose one important initiative, conversation, or responsibility and clarify the intended result before taking the next step.



REFLECTION

Where are you or your team moving without a clear picture of the result? How is that lack of clarity affecting priorities, decisions, or effort?

SOME IDEAS TO GET YOU STARTED

- **Describe the destination.** State the intended result clearly.
- **Define success.** Identify evidence that will show success.
- **Clarify the purpose.** Explain why it matters and whom it serves.
- **Establish guardrails.** Name the values and standards guiding the work.
- **Connect today's work.** Choose the next action that best supports it.

A clearly defined end turns activity into intentional progress.



THIS WEEK'S INTENTIONALITY COMMITMENT

What result will I define clearly?

Why does this result matter?

What first action will move us toward it?

WEEK 8

RECOGNIZE THE POWER OF CHOICE



WEEK 8

RECOGNIZE THE POWER OF CHOICE

HERBISM #78

LEADERS USE THE POWER OF CHOICE.

To say "I had no choice" is to surrender responsibility.

Leaders choose what they offer, what they accept, and how they respond.

Every choice carries consequences. Ownership begins by accepting both.

Choose consciously. Own the outcome.

WEEK 8

RECOGNIZE THE POWER OF CHOICE

CHOICE CREATES OWNERSHIP.

Leaders make choices in every moment - what they attend to, tolerate, say, model, offer, and accept. Not choosing is still a choice. Conditions may limit the options, but they rarely erase personal agency.

The power of choice carries two responsibilities: leaders must own their choices and consequences, and they should give others meaningful options when possible. People support what they help choose.

Intentional leaders recognize:

- **I choose my response.** Circumstances do not decide it for me.
- **What I tolerate is a choice.** Acceptance communicates a standard.
- **Delay is also a choice.** Inaction produces consequences.
- **Options strengthen ownership.** Choice engages people more than commands.
- **Alignment guides choices.** Shared beliefs help the team choose well.

Am I making conscious choices - or explaining away the consequences of unconscious ones?

WEEK 8

RECOGNIZE THE POWER OF CHOICE

INTENTIONALITY

CHOOSE AND OWN

This week, identify one leadership situation in which you have been thinking or acting as though you have no choice.



REFLECTION

Where have circumstances, another person, or past decisions become an excuse for avoiding ownership? What options remain available to you?

SOME IDEAS TO GET YOU STARTED

- **Name the choice.** Describe the decision you are actually facing.
- **Identify the options.** Include choices you may not prefer.
- **Consider consequences.** Examine the likely effect of each option.
- **Choose intentionally.** Select what best aligns with purpose and values.
- **Own the outcome.** Accept responsibility and learn from the result.

Choice creates agency. Ownership turns agency into leadership.



THIS WEEK'S INTENTIONALITY COMMITMENT

What choice will I make consciously?

What consequence am I prepared to own?

Where will I give someone else meaningful options?

WEEK 9

TAKE RESPONSIBILITY AND ACT



WEEK 9

TAKE RESPONSIBILITY AND ACT

HERBISM #26

LEADERS TAKE RESPONSIBILITY.

Taking responsibility does not mean that something was or is our fault.

When faced with an unfavorable situation, we can act or wait - we have a choice.

Leaders choose to act and enlist others to achieve the best possible outcome.

"The most fundamental and important truths at the heart of Extreme Ownership: there are no bad teams, only bad leaders."

— Jocko Willink

Own the situation. Take constructive action.

WEEK 9

TAKE RESPONSIBILITY AND ACT

RESPONSIBILITY IS NOT THE SAME AS FAULT.

Fault looks backward and asks who caused the problem. Responsibility looks forward and asks what can be done now. A leader may not have created the circumstances, but still chooses to improve them.

That choice replaces excuses, blame, and waiting with ownership and constructive action. It also means involving the people whose knowledge, authority, or effort can help produce the best possible outcome.

Intentional leaders:

- **Face the situation.** They do not look away or hope someone else acts.
- **Separate responsibility from fault.** Ownership is a decision, not a confession.
- **Focus on the outcome.** They define what better should look like.
- **Take the first constructive step.** Action creates movement and clarity.
- **Enlist others.** Responsibility includes mobilizing the help required.

When a problem is not my fault, do I still accept responsibility for helping create the best outcome?

WEEK 9

TAKE RESPONSIBILITY AND ACT

INTENTIONALITY

OWN IT AND ACT

This week, identify one unfavorable workplace situation that needs someone to accept responsibility and initiate constructive action.



REFLECTION

Where have you been waiting, making excuses, or focusing on who is at fault? What might change if you chose to own the situation?

SOME IDEAS TO GET YOU STARTED

- **Face the facts.** Describe the situation without excuses or blame.
- **Define the outcome.** Clarify what the best realistic result would be.
- **Choose your first step.** Identify an action you can take immediately.
- **Enlist assistance.** Invite the people needed to help resolve it.
- **Follow through.** Stay engaged until responsibility becomes a result.

Responsibility turns an unfavorable situation into an opportunity to make a difference.



THIS WEEK'S INTENTIONALITY COMMITMENT

What situation will I take responsibility for?

What constructive action will I take first?

Whose assistance will I enlist?

WEEK 10

TAKE INITIATIVE



WEEK 10

TAKE INITIATIVE

HERBISM #140

LEADERS TAKE INITIATIVE.

Nothing happens until somebody does something.

Initiative is seeing what needs to be done and acting before being asked.

Leadership becomes visible when someone takes the first appropriate step.

See the need. Start the movement.

WEEK 10

TAKE INITIATIVE

INITIATIVE CLOSES THE GAP BETWEEN SEEING AND DOING.

Many people can recognize a need, an opportunity, or a problem. Initiative appears when someone chooses to move from observation to appropriate action without waiting to be told what to do.

Initiative is not impulsiveness or permission to disregard authority. It requires judgment: assess the situation, choose a constructive first step, communicate appropriately, and remain engaged as momentum builds.

Intentional leaders:

- **Notice what others overlook.** They remain alert to needs and opportunities.
- **Assess before acting.** Initiative is thoughtful, not reckless.
- **Take the first useful step.** They begin with what can be done now.
- **Communicate appropriately.** They keep affected people informed and involved.
- **Create momentum.** Their action makes it easier for others to engage.

When I see what needs to be done, do I step forward - or wait for someone else to act?

WEEK 10

TAKE INITIATIVE

INTENTIONALITY

ACT BEFORE YOU ARE ASKED

This week, identify one need or opportunity you have noticed but have been waiting for someone else to address. Take an appropriate first step.



REFLECTION

Where are you waiting for permission, instruction, or someone else to move first? What is keeping you from acting?

SOME IDEAS TO GET YOU STARTED

- **Notice the need.** Pay attention to what others may be overlooking.
- **Assess before acting.** Consider the people, risks, and desired result.
- **Choose a useful first step.** Begin with an action you can take now.
- **Communicate early.** Inform or involve the people who will be affected.
- **Create momentum.** Help others see how they can contribute next.

Initiative begins when awareness becomes appropriate action.



THIS WEEK'S INTENTIONALITY COMMITMENT

What need or opportunity will I act on?

What appropriate first step will I take?

Who should I inform or involve?

WEEK 11

TURN GOOD INTENTIONS INTO ACTION



ON PURPOSE. WITH PURPOSE. FOR A PURPOSE.

WEEK 11

TURN GOOD INTENTIONS INTO ACTION

HERBISM #11

LEADERS PRACTICE INTENTIONALITY.

There were three frogs on a log. One decided to jump off. How many frogs were left on the log?

Three.

Deciding to jump is not the same as actually jumping.

Intentions are thoughts. Intentionality requires action.

WEEK 11

TURN GOOD INTENTIONS INTO ACTION

GOOD INTENTIONS DO NOT CREATE RESULTS. ACTION DOES.

Good intentions matter, but they accomplish nothing by themselves. Leadership becomes real when a purposeful decision is translated into appropriate action and carried through to completion.

Intentionality closes the gap between what we say is important and what we actually do. It is not random activity. It is disciplined action guided by purpose and sustained long enough to produce a result.

Intentional leaders:

- **Act with purpose.** They connect their actions to what truly matters.
- **Make good decisions.** They choose a clear and constructive course.
- **Take action.** They move beyond discussion and begin.
- **Remain consistent.** They repeat the right actions over time.
- **Persist to completion.** They follow through when enthusiasm fades.

Where am I mistaking a good intention for intentional action?

WEEK 11

TURN GOOD INTENTIONS INTO ACTION

INTENTIONALITY

TURN GOOD INTENTIONS INTO ACTION

This week, identify one good intention that has not yet become action. Choose a purposeful first step, decide when you will take it, and follow through.



REFLECTION

Where have your good intentions become a substitute for action? What has kept you from following through?

SOME IDEAS TO GET YOU STARTED

- **Name the intention.** Be specific about what you intend to do.
- **Connect it to purpose.** Clarify why the action truly matters.
- **Choose the first step.** Identify an action small enough to begin now.
- **Set a time.** Put the first step on your calendar.
- **Follow through.** Stay with it until intention becomes a result.

Nothing happens until somebody does something.



THIS WEEK'S INTENTIONALITY COMMITMENT

What good intention will I act on?

What purposeful first step will I take?

When will I follow through?

WEEK 12

DEVELOP THROUGH DELIBERATE PRACTICE



ON PURPOSE. WITH PURPOSE. FOR A PURPOSE.

WEEK 12

DEVELOP THROUGH DELIBERATE PRACTICE

HERBISM #139

LEADERS ENGAGE IN DELIBERATE PRACTICE.

Practice alone does not create mastery. Purposeful, measured practice does.

Awareness begins the learning. Feedback accelerates it. Adjustment produces growth.

WEEK 12

DEVELOP THROUGH DELIBERATE PRACTICE

NOT ALL PRACTICE CREATES PROGRESS.

Repetition can make a behavior permanent, but it does not guarantee the behavior is right. Aimless practice may simply reinforce familiar habits. Improvement begins when practice becomes purposeful, systematic, and informed.

Deliberate practice isolates a specific skill, defines a target, measures performance, and uses coaching or other feedback to make an adjustment. It requires concentration, effort, and the willingness to work beyond what is already comfortable.

Deliberate leaders:

- **Choose a specific skill.** They narrow the focus of development.
- **Define the target.** They know what better performance looks like.
- **Measure the result.** They compare intention with actual execution.
- **Invite feedback.** They use coaching, observation, and honest input.
- **Adjust and repeat.** They apply what they learn and practice again.

What leadership skill needs deliberate practice rather than repetition alone?

WEEK 12

DEVELOP THROUGH DELIBERATE PRACTICE

INTENTIONALITY

PRACTICE WITH PURPOSE

This week, choose one leadership skill to improve. Define a target, schedule focused practice, gather feedback, and make one adjustment before repeating.



REFLECTION

Where am I repeating familiar leadership behavior without measuring whether it is making me better? What feedback am I avoiding?

SOME IDEAS TO GET YOU STARTED

- **Focus narrowly.** Choose one leadership behavior to improve.
- **Define success.** Describe what better performance will look like.
- **Create repetition.** Schedule focused opportunities to practice.
- **Get feedback.** Ask someone to observe, measure, or coach you.
- **Raise the challenge.** Stretch beyond what is already comfortable.

Practice becomes development when feedback changes what you do next.



THIS WEEK'S INTENTIONALITY COMMITMENT

What specific leadership skill will I practice?

What measure or feedback will show improvement?

When will I practice, adjust, and repeat?

WEEK 13

MAKE LEADERSHIP A LIFESTYLE



WEEK 13

MAKE LEADERSHIP A LIFESTYLE

HERBISM #131

GREAT LEADERSHIP IS A LIFESTYLE.

Leadership is not a title you wear at work. It is a way of living wherever you are.

Be true to your talents and passions. Live your values. Lead with integrity and courage.

WEEK 13

MAKE LEADERSHIP A LIFESTYLE

LEADERSHIP DOES NOT CLOCK OUT.

Leadership is not activated by a title, a paycheck, or an audience. It is developed over time through the choices we make wherever our influence is felt. People experience our leadership in ordinary moments as much as formal ones.

The best leaders are true to their talents and passions. They speak with conviction and integrity, hold to the mission with courage, and direct their influence toward the common goals of the team - whether or not they are being paid or formally recognized to lead.

Lifestyle leaders:

- **Live their values consistently.** Their principles travel with them.
- **Use their talents and passions.** They contribute what is uniquely theirs.
- **Serve the common good.** They influence toward shared goals.
- **Practice humility and courage.** They listen, speak, and act with integrity.
- **Lead without needing a title.** Their choices are not dependent on recognition.

Would people experience the same leader in me wherever they meet me?

WEEK 13

MAKE LEADERSHIP A LIFESTYLE

INTENTIONALITY

LIVE WHAT YOU LEAD

This week, examine whether your leadership travels with you. Choose one value and make it visible through your choices at work, at home, and in your community.



REFLECTION

Where does my leadership change with the setting? When am I most likely to choose convenience, approval, or personal gain over my values and the common good?

SOME IDEAS TO GET YOU STARTED

- **Name your values.** Identify the principles that should guide every setting.
- **Compare environments.** Notice where your behavior becomes less intentional.
- **Align words and actions.** Make your conduct match what you say matters.
- **Choose the common good.** Direct your influence toward shared goals.
- **Serve without recognition.** Lead where no title or reward is available.

Leadership becomes a lifestyle when your values guide you wherever you are.



THIS WEEK'S INTENTIONALITY COMMITMENT

Which value will I practice consistently this week?

In what setting is my leadership least intentional?

What action will make my values visible there?

WEEK 14

BEGIN WITH AWARENESS



WEEK 14

BEGIN WITH AWARENESS

HERBISM #84

LEADERS SEEK AWARENESS.

Development begins when we recognize what we do not yet see.

"One of the great challenges in life is knowing enough to think you're right but not enough to know you're wrong."

— Neil deGrasse Tyson

Awareness broadens perspective. Perspective reveals options. Intentional action creates growth.

WEEK 14

BEGIN WITH AWARENESS

AWARENESS PRECEDES GROWTH.

Every leadership journey begins with an honest recognition: there are things we do not know, and things about ourselves we cannot see clearly. Without awareness, we repeat familiar behaviors and assume the results are caused by something - or someone - else.

Awareness interrupts that cycle. It broadens perspective, reveals choices, and creates the opportunity to take responsibility. Once we see a gap between our intention and our impact, we can decide what to learn, practice, and change.

Four stages of development:

- **Unconscious incompetence.** We do not know what we do not know.
- **Conscious incompetence.** We recognize the gap in our knowledge or skill.
- **Conscious competence.** We act intentionally and apply what we are learning.
- **Unconscious competence.** Practice turns effective behavior into habit.

What could greater awareness reveal about the way I lead?

WEEK 14

BEGIN WITH AWARENESS

INTENTIONALITY

SEEK WHAT YOU CANNOT SEE

This week, invite greater awareness instead of assuming all is good. Pay attention to the gap between your intentions and your impact, and ask someone you trust to help you see what you may be missing.



REFLECTION

Where might I be relying on assumptions rather than awareness? What pattern, reaction, or impact might others see more clearly than I do?

SOME IDEAS TO GET YOU STARTED

- **Pause before explaining.** Notice what happened without defending it.
- **Ask for perspective.** Ask someone you trust what they observe.
- **Compare intent and impact.** Ask whether others experienced what you intended.
- **Notice repeated results.** Look for patterns in behavior and results.
- **Act on awareness.** Take responsibility for what you now see.

Awareness creates responsibility. Responsibility creates the opportunity to change.



THIS WEEK'S INTENTIONALITY COMMITMENT

What leadership blind spot will I explore?

Whose perspective will I invite?

What will I do with what I learn?

WEEK 15

COURAGEOUSLY LOOK IN THE MIRROR



WEEK 15

COURAGEOUSLY LOOK IN THE MIRROR

HERBISM #39

LEADERS COURAGEOUSLY LOOK IN THE MIRROR.

Feedback is rarely easy to hear, especially when it is not positive.

It takes courage to receive feedback. It takes even more courage to seek it. Good relationships are good mirrors.

WEEK 15

COURAGEOUSLY LOOK IN THE MIRROR

GOOD LEADERS NEED GOOD MIRRORS.

We cannot see ourselves completely. We know what we intend, but other people experience our behavior and its impact. Without their perspective, blind spots remain hidden and familiar patterns continue unchallenged.

Our brains provide capacity and our minds turn that capacity into thought. Relationships introduce ideas, observations, and perspectives our own thinking cannot generate. Trusted people become mirrors, helping us compare our intentions with the way our leadership is actually experienced.

Good mirrors:

- **Tell us the truth.** They do not simply confirm what we already believe.
- **Reveal blind spots.** They help us see patterns hidden from our view.
- **Separate intent from impact.** They describe how our choices affect others.
- **Risk discomfort.** They care enough to say what may be difficult to hear.
- **Make growth possible.** Their perspective gives us something useful to act on.

Who has permission to tell me what I may not want to hear?

WEEK 15

COURAGEOUSLY LOOK IN THE MIRROR

INTENTIONALITY

INVITE THE TRUTH

This week, identify someone who can serve as an honest mirror. Ask for specific feedback, listen without explaining or defending, and decide what you will do with what you learn.



REFLECTION

How do I normally respond when feedback is difficult to hear? What reactions might cause people to filter or withhold the truth from me?

SOME IDEAS TO GET YOU STARTED

- **Ask a focused question.** Seek feedback about one behavior or situation.
- **Make it safe.** Promise no repercussions for honest input.
- **Listen without defending.** Avoid explaining or correcting details.
- **Clarify and give thanks.** Check your understanding and show appreciation.
- **Act on a pattern.** Choose one repeated message and take a visible step.

Feedback becomes valuable when courage turns awareness into action.



THIS WEEK'S INTENTIONALITY COMMITMENT

Who will I ask to be an honest mirror?

What focused question will I ask?

What will I do with what I learn?

WEEK 16

PRACTICE REFLECTION



WEEK 16

PRACTICE REFLECTION

HERBISM #111

LEADERS TAKE TIME TO REFLECT.

Experience alone does not create wisdom. Reflection turns experience into learning, and learning into better choices.

Look back. Learn. Adjust.

WEEK 16

PRACTICE REFLECTION

REFLECTION TURNS EXPERIENCE INTO WISDOM.

Leadership provides a steady stream of experiences, but experience by itself does not guarantee growth. Without reflection, even busy and capable leaders can repeat the same patterns while expecting different results.

Reflection creates the pause needed to separate activity from effectiveness. It allows you to examine what happened, understand why it happened, and decide how you will lead more intentionally next time.

Focus on four areas of reflection to turn insight into adjustment:

- **Do more.** Strengthen the actions and habits that are producing value.
- **Do less.** Reduce activities that matter but consume too much time or energy.
- **Do different.** Change your approach where the current one is not working.
- **Stop doing.** Release habits, commitments, or assumptions that no longer serve the mission.

What is my experience trying to teach me?

WEEK 16

PRACTICE REFLECTION

INTENTIONALITY

CREATE SPACE TO REFLECT

This week, and every week, schedule uninterrupted time to reflect on a recent leadership experience. Examine what happened without defending or judging yourself, then decide what to do more, less, differently, or stop doing.



REFLECTION

Where am I repeating a pattern because I have not slowed down long enough to learn from it? What recent experience do I need to examine honestly?

SOME IDEAS TO GET YOU STARTED

- **Protect the time.** Silence devices and eliminate interruptions.
- **Review one experience.** Choose a meeting, decision, or conversation.
- **Start with gratitude.** Make room for honest reflection.
- **Separate facts from assumptions.** Notice the story you added to what happened.
- **Turn insight into adjustment.** Identify one deliberate change.

Reflection creates value when insight becomes intentional adjustment.



THIS WEEK'S INTENTIONALITY COMMITMENT

When and where will I create uninterrupted reflection time?

What experience or period will I review?

What adjustment will I commit to making?

WEEK 17

DEVELOP A GROWTH MINDSET



WEEK 17

DEVELOP A GROWTH MINDSET

HERBISM #67

LEADERS DEVELOP A GROWTH MINDSET.

Ability is developed through effort, learning, training, feedback, and persistence.

"A bend in the road is not the end of the road…unless you fail to make the turn."

Attributed to Helen Keller

Failure is not a verdict. It is information. Not yet is not never.

WEEK 17

DEVELOP A GROWTH MINDSET

ABILITY GROWS WHEN YOU KEEP LEARNING.

A fixed mindset treats ability as something you either have or do not have. It protects the appearance of competence, avoids challenges that might expose weakness, and often interprets setbacks as proof of permanent limitation.

A growth mindset recognizes that capability can be developed. It does not pretend everyone has the same gifts or that success will be easy. It simply refuses to treat current performance as final capacity.

Leaders with a growth mindset:

- **Choose learning over looking capable.** They remain willing to be a beginner.
- **Treat setbacks as information.** They study what happened and adjust.
- **Seek useful feedback.** They invite perspectives that reveal blind spots.
- **Practice with purpose.** They repeat, refine, and measure improvement.
- **Praise effort and strategy.** They reinforce the process that develops ability.

Where have I mistaken "not yet" for "never"?

WEEK 17

DEVELOP A GROWTH MINDSET

INTENTIONALITY

CHOOSE "NOT YET"

This week, identify one ability you have treated as fixed. Replace "I cannot " with "I cannot yet," then choose one way you will develop through effort, feedback, learning, and practice.



REFLECTION

Where have I treated my current ability as permanent? How has the desire to look capable kept me from asking questions, seeking feedback, or practicing?

SOME IDEAS TO GET YOU STARTED

- **Add the word yet.** Turn a final conclusion into a development opportunity.
- **Choose a learning goal.** Name the capability you want to strengthen.
- **Seek specific feedback.** Ask what would make your next attempt better.
- **Practice deliberately.** Repeat the skill with focus and adjustment.
- **Measure progress.** Look for improvement rather than instant perfection.

A growth mindset does not deny current limits. It refuses to make them permanent.



THIS WEEK'S INTENTIONALITY COMMITMENT

What ability will I intentionally develop?

What practice or feedback will help me improve?

How will I respond when progress becomes difficult?

WEEK 18

CHOOSE CHARACTER



ON PURPOSE. WITH PURPOSE. FOR A PURPOSE.

WEEK 18

CHOOSE CHARACTER

HERBISM #33

LEADERS CHOOSE CHARACTER.

Character is formed through the habits, actions, words, attitudes, and thoughts we repeatedly choose.

Image can be manufactured. Character must be forged.

WEEK 18

CHOOSE CHARACTER

CHARACTER IS REVEALED BY WHAT YOU CONSISTENTLY CHOOSE.

Image is what we want others to see. Character is who we actually are. Image can be carefully managed, but character eventually becomes visible through the choices we make - especially when there is pressure, power, or no audience.

Character is not established in a single dramatic moment. It is forged over time as thoughts become attitudes, attitudes shape words, and words are tested through habits and actions. Repeated choices eventually reveal what we truly believe.

Leaders choose character when they:

- **Align words and actions.** They do what they say they will do.
- **Choose right over convenient.** They refuse shortcuts that compromise principle.
- **Act consistently when unseen.** Their standards do not require an audience.
- **Respond well under pressure.** Difficulty reveals rather than rewrites their values.
- **Use power responsibly.** They protect and serve rather than exploit others.

What do my repeated choices reveal about the character I am forging?

WEEK 18

CHOOSE CHARACTER

INTENTIONALITY

FORGE CHARACTER

This week, identify one situation where image, convenience, or self-interest could compete with what you know is right. Decide in advance how you will act, then make the choice that strengthens character.



REFLECTION

Where is there a gap between the person I want others to see and the person my repeated choices reveal? What happens when I am under pressure, unobserved, or in power?

SOME IDEAS TO GET YOU STARTED

- **Keep a quiet promise.** Follow through even when nobody else will know.
- **Tell the whole truth.** Do not shape facts to protect your image.
- **Own a mistake.** Accept responsibility without excuses or blame.
- **Choose principle over advantage.** Refuse a benefit that requires compromise.
- **Use power to serve.** Make a decision that protects or strengthens another person.

Character is easier to maintain than it is to recover.



THIS WEEK'S INTENTIONALITY COMMITMENT

Which character trait will I intentionally strengthen?

What choice or habit will demonstrate it this week?

Who can hold me accountable to follow through?

WEEK 19

CLARIFY YOUR GUIDING PRINCIPLES



ON PURPOSE. WITH PURPOSE. FOR A PURPOSE.

WEEK 19

CLARIFY YOUR GUIDING PRINCIPLES

HERBISM #86

LEADERS DEFINE GUIDING PRINCIPLES.

Guiding principles give purpose, identity, and direction to the choices we make.

They are not words on a wall. They are standards made visible through behavior.

WEEK 19

CLARIFY YOUR GUIDING PRINCIPLES

PRINCIPLES GIVE DIRECTION BEFORE DECISIONS GET DIFFICULT.

A ship captain studies the conditions and plots a course before leaving harbor. In the same way, leaders define the principles that will guide choices before pressure, opportunity, or uncertainty makes the right direction harder to see.

Guiding principles express what is core and non-negotiable. They provide a sense of purpose and identity, establish behavioral expectations, and create consistency. Their credibility, however, comes from choices and actions - not posters or slogans.

Effective guiding principles:

- **Reflect who you are.** They describe qualities already rooted in your identity.
- **Clarify what matters most.** They help distinguish priorities from distractions.
- **Guide difficult decisions.** They provide direction when choices carry a cost.
- **Remain non-negotiable.** They are not surrendered for money, time, or comfort.
- **Become visible in behavior.** They shape consistent actions others can recognize.

What principles should determine the course of my leadership?

WEEK 19

CLARIFY YOUR GUIDING PRINCIPLES

INTENTIONALITY

PLOT YOUR COURSE

This week, define the principles that should guide your leadership. Choose words that reflect what is already core to who you are, then describe the behaviors that will make each principle visible to others.



REFLECTION

What currently guides my decisions when the course is unclear? Which principles are genuinely non-negotiable, and where do my actions fail to reflect them consistently?

SOME IDEAS TO GET YOU STARTED

- **Identify your true north.** State the purpose guiding your decisions.
- **Name what is core.** Choose principles rooted in your identity.
- **Define visible behaviors.** Show what each principle looks like in practice.
- **Test a difficult choice.** Apply your principles to a current decision.
- **Invite accountability.** Ask where your actions fall short of your words.

A principle becomes credible when others can see it guiding your behavior.



THIS WEEK'S INTENTIONALITY COMMITMENT

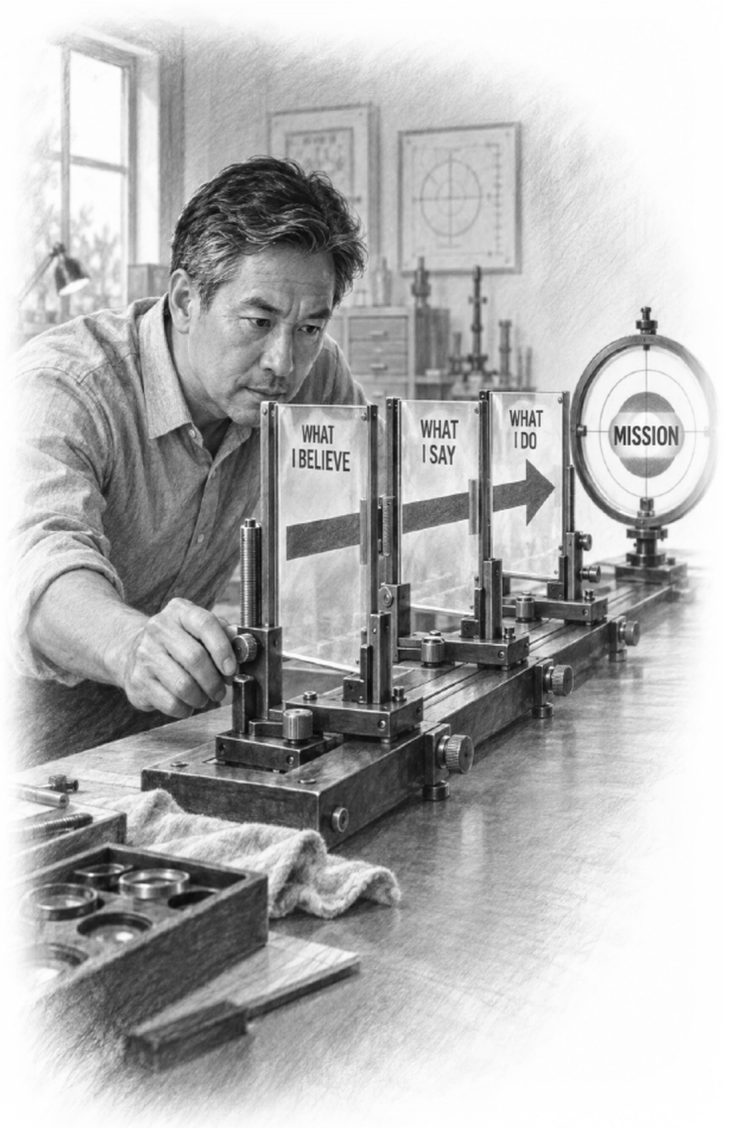
What three principles will guide my leadership?

What behavior will make each principle visible?

Where will I apply these principles this week?

WEEK 20

OPERATE WITH INTEGRITY



ON PURPOSE. WITH PURPOSE. FOR A PURPOSE.

WEEK 20

OPERATE WITH INTEGRITY

HERBISM #93

LEADERS OPERATE WITH INTEGRITY.

Integrity is wholeness, congruence, and alignment relative to a standard.

What I believe. What I say. What I do.

WEEK 20

OPERATE WITH INTEGRITY

INTEGRITY REQUIRES ALIGNMENT TO A STANDARD.

Integrity is often reduced to honesty or doing the right thing when nobody is watching. Those matter, but integrity means something more complete: beliefs, words, decisions, and actions working together as a coherent whole.

Consistency alone is not enough. Alignment must be evaluated relative to a worthy standard. For leadership, that standard is the mission supported by a clear vision and guiding principles. Integrity exists when the entire system points that direction.

Leaders operate with integrity when they:

- **Clarify the standard.** They ensure the mission and principles are understood.
- **Build genuine commitment.** They help people embrace rather than merely recite them.
- **Align words and actions.** They make behavior consistent with what they profess.
- **Test decisions against purpose.** They refuse choices that pull the team off mission.
- **Correct drift quickly.** They acknowledge gaps and restore alignment.

Where are my beliefs, words, and actions out of alignment with the mission?

WEEK 20

OPERATE WITH INTEGRITY

INTENTIONALITY

RESTORE ALIGNMENT

This week, identify one area where what you believe, what you say, and what you do are not fully aligned. Use the mission and guiding principles as the standard, then take one specific action to restore integrity.



REFLECTION

Where do my stated beliefs, words, and actions point in different directions? What standard should bring them back into alignment, and what keeps me from correcting the gap?

SOME IDEAS TO GET YOU STARTED

- **Restate the mission.** Make the standard clear before evaluating alignment.
- **Name an inconsistency.** Identify where words and actions do not match.
- **Close one gap.** Choose a specific behavior that restores congruence.
- **Test a decision.** Compare an upcoming choice with the mission and principles.
- **Invite correction.** Ask someone you trust where they see misalignment.

Integrity is not perfection. It is the disciplined pursuit of alignment.



THIS WEEK'S INTENTIONALITY COMMITMENT

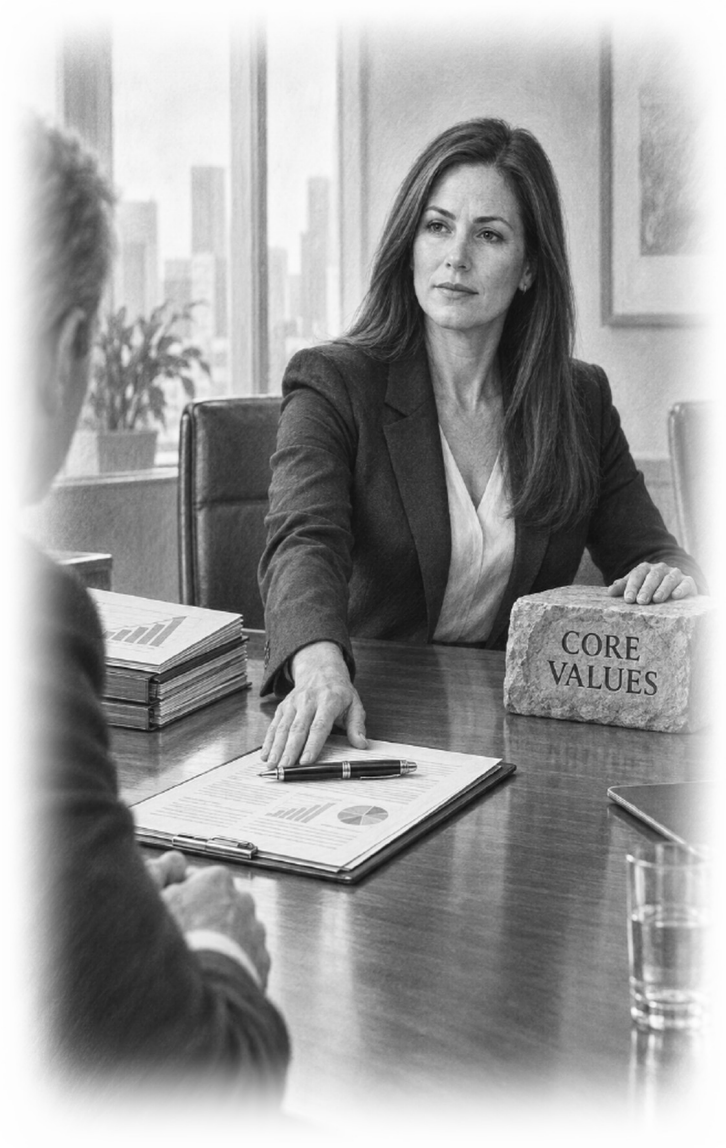
What standard will guide my decision?

Where are my words and actions misaligned?

What will I do this week to restore integrity?

WEEK 21

NEVER SACRIFICE YOUR VALUES



WEEK 21

NEVER SACRIFICE YOUR VALUES

HERBISM #43

VALUES CEASE TO BE VALUES IF THEY ARE NEGOTIABLE.

Core values define who you are, establish your boundaries, and regulate how you behave when pressure arrives.

Clarify them. Commit to them. Refuse to trade them away.

WEEK 21

NEVER SACRIFICE YOUR VALUES

VALUES ARE PROVEN WHEN THEY COST YOU SOMETHING.

Values are easy to claim when they support the outcome you already want. Their meaning becomes clear when honoring them costs time, money, approval, comfort, or opportunity. If a value can be exchanged whenever the price is attractive, it is a preference - not a core value.

Core values come from the center of who you are. They establish boundaries, shape behavior, and help a team stay together when obstacles and temptations create pressure to drift. Leaders make those values credible by allowing them to govern difficult decisions.

Know which kind of value you are naming:

- **Core values.** Already evident, genuinely defining, and non-negotiable.
- **Aspirational values.** Characteristics you want to develop but do not yet consistently demonstrate.
- **Permission-to-play values.** Basic standards expected of every trustworthy person or organization.
- **Stated values.** Words that matter only when decisions and behavior make them visible.

What am I unwilling to trade away - even when the reward for compromising is attractive?

WEEK 21

NEVER SACRIFICE YOUR VALUES

INTENTIONALITY

IDENTIFY A NON-NEGOTIABLE

This week, identify one value you claim is core and examine whether your decisions prove it. Anticipate the pressure most likely to make that value costly, then choose in advance what you will refuse to compromise.



REFLECTION

Which value would be hardest to uphold if it cost me time, money, approval, comfort, or opportunity? When have I recently treated that value as negotiable?

SOME IDEAS TO GET YOU STARTED

- **Name the value.** State clearly what must remain non-negotiable.
- **Define the behavior.** Describe what honoring the value looks like in practice.
- **Identify the pressure.** Anticipate what could tempt you to compromise.
- **Set the boundary.** Decide before the moment what you will not trade away.
- **Communicate the why.** Help others understand what the value protects.

A value becomes credible when it governs the decision you would rather not make.



THIS WEEK'S INTENTIONALITY COMMITMENT

What core value will I protect?

What pressure could tempt me to compromise it?

What action will prove it is non-negotiable?

WEEK 22

LEAD AUTHENTICALLY



ON PURPOSE. WITH PURPOSE. FOR A PURPOSE.

WEEK 22

LEAD AUTHENTICALLY

HERBISM #144

AUTHENTICITY MEANS STAYING TRUE TO WHO YOU ARE.

Neither puff yourself up nor shrink yourself down.

Know yourself. Tell the truth. Make your unique contribution.

WEEK 22

LEAD AUTHENTICALLY

NEITHER PUFF UP NOR SHRINK AWAY.

Authenticity is not self-display or saying everything you think without regard for others. It is representing yourself honestly - neither exaggerating your importance nor withholding the strengths and perspective you are responsible to contribute.

Puffing up protects the ego by overstating certainty, competence, or importance. Shrinking away protects the ego by minimizing your voice, avoiding exposure, or pretending your contribution does not matter. Both prevent people from experiencing the real you.

Authenticity is strengthened through:

- **Self-awareness.** Know your strengths, limitations, motives, and emotions.
- **Honesty.** Represent yourself and the situation as they truly are.
- **Humility.** Neither elevate yourself above others nor diminish your worth.
- **Vulnerability.** Allow others to see the real person behind the role.
- **Consistency.** Bring your beliefs, words, and behavior into alignment.

Where do I make myself larger - or smaller - than I truly am?

WEEK 22

LEAD AUTHENTICALLY

INTENTIONALITY

OCCUPY YOUR PROPER SPACE

This week, notice when you are tempted to puff yourself up or shrink yourself down. Resist both. Speak and act from the truth of who you are and what you can contribute.



REFLECTION

In which situations do I exaggerate my certainty, importance, or competence? When do I withhold my perspective, minimize my strengths, or avoid making my contribution?

SOME IDEAS TO GET YOU STARTED

- **Name the trigger.** Notice when you inflate or diminish yourself.
- **Tell the truth.** Describe reality without exaggeration or apology.
- **Acknowledge a limitation.** Be honest about where you need help.
- **Offer a strength.** Contribute what you know or do well.
- **Invite feedback.** Ask whether others experience you as genuine.

Authenticity means taking neither more nor less space than your contribution requires.



THIS WEEK'S INTENTIONALITY COMMITMENT

Where am I tempted to puff myself up?

Where am I tempted to shrink away?

What authentic contribution will I make?

WEEK 23

CHOOSE HUMILITY



WEEK 23

CHOOSE HUMILITY

HERBISM #21

HUMILITY IS THE STRENGTH TO PUT THE TEAM AHEAD OF YOUR EGO.

Humility is not weakness, and it is not thinking less of yourself.

Know your value. Value others. Share the credit.

WEEK 23

CHOOSE HUMILITY

CHECK YOUR EGO AT THE TEAM DOOR.

The most noticeable person is not necessarily the most effective leader. Research on enduring organizations points instead to a paradoxical combination: deep personal humility joined with determined professional will.

Humility is not low self-esteem or pretending your contribution does not matter. It is maintaining an accurate view of your importance while recognizing that meaningful success is achieved by a team. When people compete for credit, teamwork quickly loses its power.

Humble leaders:

- **Keep the team first.** They place shared success ahead of personal recognition.
- **See themselves accurately.** They acknowledge both strengths and limitations.
- **Welcome help.** They seek coaching, input, and expertise from others.
- **Listen and learn.** They remain open to ideas that are better than their own.
- **Share credit.** They recognize others while accepting responsibility themselves.

When success comes, do I reach for credit or redirect it toward those who made it possible?

WEEK 23

CHOOSE HUMILITY

INTENTIONALITY

PUT THE TEAM AHEAD OF YOUR EGO

This week, notice when you want credit, attention, or to be proven right. Choose confident humility. Use your strength to help the team succeed and recognize others' contributions.



REFLECTION

Where am I seeking recognition or protecting my importance? Whose contribution have I underrecognized? Where am I resisting help because I believe I should know the answer?

SOME IDEAS TO GET YOU STARTED

- **Give away credit.** Name those who contributed to the result.
- **Ask for help.** Invite expertise instead of seeming to know it all.
- **Be last to speak.** Listen before offering your perspective.
- **Admit a limitation.** Say what you do not know or cannot do alone.
- **Elevate someone else.** Invite another person to contribute.

Humility does not reduce leadership strength. It directs that strength toward the team.



THIS WEEK'S INTENTIONALITY COMMITMENT

Whose contribution will I recognize?

Where will I ask for help or input?

How will I place the team ahead of my ego?

WEEK 24

DEVELOP EMOTIONAL INTELLIGENCE



WEEK 24

DEVELOP EMOTIONAL INTELLIGENCE

HERBISM #53

LEADERSHIP REQUIRES EMOTIONAL INTELLIGENCE.

Intellect and expertise matter. But unmanaged emotions and difficult relationships can sabotage execution.

Notice. Understand. Manage. Relate.

WEEK 24

DEVELOP EMOTIONAL INTELLIGENCE

EMOTIONS ARE INFORMATION. LEARN TO READ THE SIGNALS.

Leadership challenges are rarely solved by intellect and expertise alone. Under pressure, emotions influence what people notice, how they interpret events, and how they respond to one another. Unmanaged emotion can overwhelm even a sound strategy.

Emotional intelligence is the ability to recognize and understand emotions in yourself and others, then use that information to manage your behavior and relationships. Like the channels on a mixing console, every competency contributes to the quality of the whole.

The four channels of emotional intelligence:

- **Self-awareness.** Notice emotions, triggers, and their effect on your behavior.
- **Self-management.** Regulate impulses, remain adaptable, and choose your response.
- **Social awareness.** Read the room and listen for what is felt but not yet said.
- **Relationship management.** Communicate, navigate tension, and strengthen trust.

Which channel do I underuse when pressure rises?

WEEK 24

DEVELOP EMOTIONAL INTELLIGENCE

INTENTIONALITY

TUNE IN BEFORE YOU ACT

This week, treat emotions as information. During one meaningful interaction, pause long enough to notice what is happening within you and among others. Then choose a response that helps the relationship and the work move forward.



REFLECTION

Which emotions are hardest for me to recognize or manage? What emotional signals do I tend to miss in others, and how does that affect my leadership relationships?

SOME IDEAS TO GET YOU STARTED

- **Name the emotion.** Use specific words beyond good, bad, or upset.
- **Identify the trigger.** Notice what caused the emotional response.
- **Read the room.** Observe tone, posture, and what remains unsaid.
- **Adjust your response.** Choose a constructive approach.
- **Repair quickly.** Acknowledge damage to an interaction.

Emotional intelligence does not suppress emotion. It uses emotional information wisely.



THIS WEEK'S INTENTIONALITY COMMITMENT

What am I feeling?

What are they feeling?

What response will help?

WEEK 25

RESPOND RATHER THAN REACT



WEEK 25

RESPOND RATHER THAN REACT

HERBISM #49

LEADERS RESPOND MORE THAN THEY REACT.

A reaction follows an impulse. A response adds awareness.

Take a breath. Create the pause. Choose your response.

WEEK 25

RESPOND RATHER THAN REACT

CREATE SPACE BETWEEN IMPULSE AND ACTION.

Reacting and responding both begin in the same place: something triggers an impulse. The difference is what happens next. A reaction moves directly from impulse to behavior. A response creates enough space to gain awareness and choose a better action.

The shorter reaction loop is valuable in a true emergency, when immediate action matters. In ordinary leadership situations, however, reacting from fight, flight, or freeze can damage trust, cloud judgment, and make a difficult moment worse.

REACTION

Trigger ⟶ Impulse ⟶ Behavior

RESPONSE

Trigger ⟶ Impulse ⟶ Awareness ⟶ Behavior

Awareness does not require a long delay. One intentional breath can settle the emotion, help you see more clearly, and give you the freedom to select the behavior most likely to produce a constructive outcome.

Where would one deliberate breath improve the way I lead?

WEEK 25

RESPOND RATHER THAN REACT

INTENTIONALITY

PAUSE BEFORE YOU ACT

This week, notice a strong impulse. Unless it is an emergency, take one breath before you speak, send, decide, or act. Use the pause to gain awareness and choose a helpful response.



REFLECTION

Which triggers most often cause me to react? How do those reactions affect my judgment, my relationships, and the outcomes I am trying to achieve?

SOME IDEAS TO GET YOU STARTED

- **Notice the trigger.** Identify what creates the impulse.
- **Take one breath.** Interrupt the automatic reaction.
- **Name the impulse.** Notice what you want to say or do.
- **Gain awareness.** Consider context and consequences.
- **Choose the response.** Act for a constructive outcome.

The pause may be brief, but it can change the outcome.



THIS WEEK'S INTENTIONALITY COMMITMENT

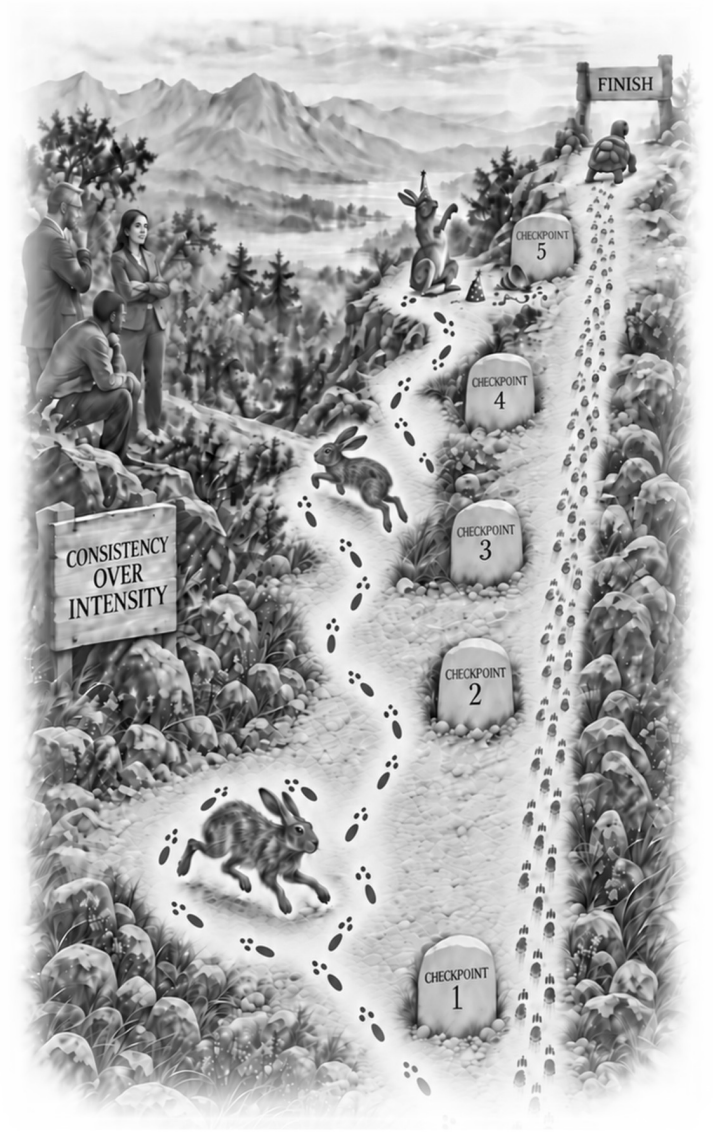
Which situations tend to trigger me?

What awareness do I need?

How will I choose to respond?

WEEK 26

CHOOSE CONSISTENCY OVER INTENSITY



ON PURPOSE. WITH PURPOSE. FOR A PURPOSE.

WEEK 26

CHOOSE CONSISTENCY OVER INTENSITY

HERBISM #106

LEADERS EMPHASIZE CONSISTENCY OVER INTENSITY.

What you do regularly matters more than what you do occasionally, no matter how intensely.

Choose a pace. Repeat the discipline. Let progress compound.

WEEK 26

CHOOSE CONSISTENCY OVER INTENSITY

CONSISTENCY TURNS EFFORT INTO PROGRESS.

Intensity can create a great deal of movement without producing meaningful progress. We can run in circles, change direction repeatedly, or become distracted by what feels good in the moment. Energy alone does not guarantee forward motion.

Consistency directs effort toward a destination and repeats it long enough to matter. Like the tortoise, consistent leaders may not appear dramatic, but their steady actions build trust, strengthen habits, develop people, and move priorities forward.

Consistency becomes visible when leaders:

- **Show up predictably.** People know what to expect and can depend on the leader.
- **Keep small commitments.** Credibility grows through promises honored repeatedly.
- **Coach frequently.** Brief, regular conversations produce lasting development.
- **Reinforce standards.** What receives steady attention becomes part of the culture.

Where would steady leadership create more progress than another burst of effort?

WEEK 26

CHOOSE CONSISTENCY OVER INTENSITY

INTENTIONALITY

BUILD A RHYTHM YOU CAN REPEAT

This week, choose one important leadership behavior. Make it small and repeatable. Decide when you will do it, protect the rhythm, and measure how consistently you follow through.



REFLECTION

Where do I rely on bursts of effort instead of a repeatable discipline? What important result would improve if I gave it steady attention over time?

SOME IDEAS TO GET YOU STARTED

- **Keep one commitment.** Honor a small promise every time.
- **Coach on a rhythm.** Hold one brief conversation each week.
- **Recognize consistently.** Notice one contribution each day.
- **Reinforce a standard.** Address expectations calmly and consistently.
- **Protect the priority.** Give an important goal recurring time.

The most powerful discipline is often the one you can sustain.



THIS WEEK'S INTENTIONALITY COMMITMENT

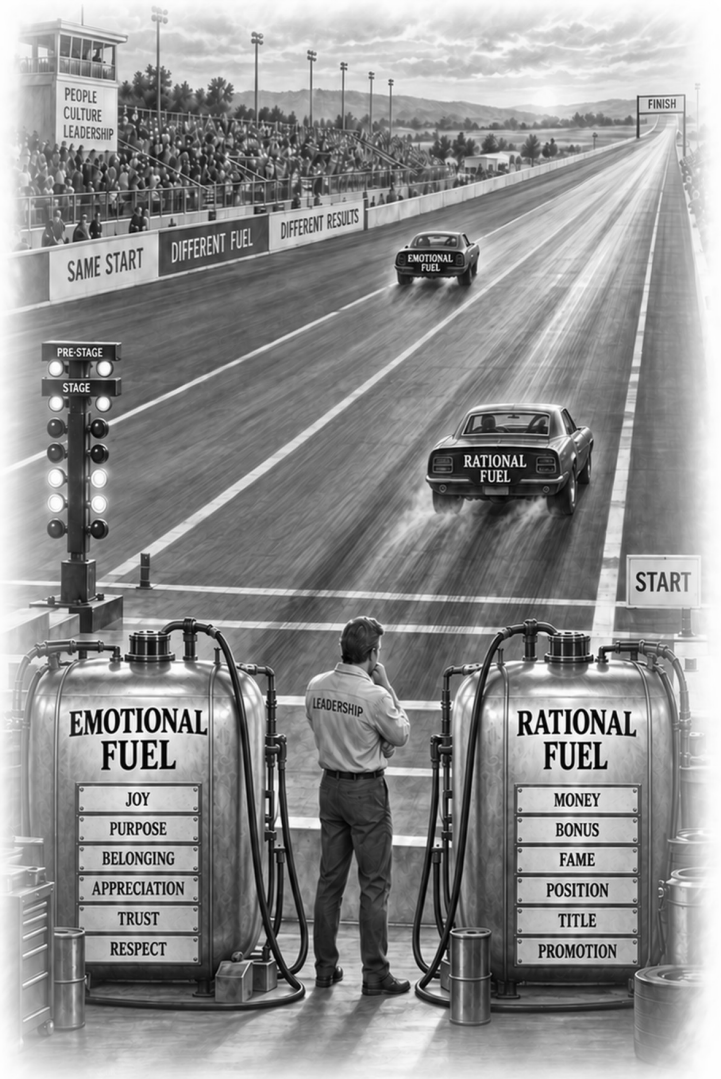
What behavior will I repeat?

When and how often will I do it?

What will help me sustain the rhythm?

WEEK 27

UNDERSTAND WHAT DRIVES BEHAVIOR



WEEK 27

UNDERSTAND WHAT DRIVES BEHAVIOR

HERBISM #1

FEELINGS DRIVE 3X MORE BEHAVIORS.

Logic may explain a choice, but feelings supply the fuel.

Understand the emotion. Connect it to the purpose. Then invite action.

WEEK 27

UNDERSTAND WHAT DRIVES BEHAVIOR

FEELINGS SUPPLY THE FUEL.

In Intentionality for Leaders, I describe motivation with a 75%/25% model:

The rational brain analyzes facts, compares options, and explains decisions. The emotional brain reads tone, body language, relationships, and the environment. Both matter—but feelings influence roughly 75 percent of behavior, while rational elements influence about 25 percent.

Effective leaders do more than offer rational rewards. They learn what matters to each person and intentionally fuel the emotions that move behavior—joy, purpose, belonging, appreciation, trust, and respect. Rational elements may support motivation, but emotional connection is what most often turns intention into action.

FEELINGS DRIVE 3X MORE BEHAVIORS



75%/25% motivation model - Herb Mast, Intentionality for Leaders.

Look beyond the stated reward:

- **Ask about meaning.** Learn what makes the work meaningful.
- **Listen for emotion.** Hear the feeling behind a request.
- **Learn what conveys value.** Ask when the person feels valued.
- **Connect to purpose.** Link expectations to purpose and belonging.

What truly fuels the people you lead?

WEEK 27

UNDERSTAND WHAT DRIVES BEHAVIOR

INTENTIONALITY

DISCOVER WHAT TRULY FUELS THEM

This week, look beneath a rational reward and discover the emotional outcome someone values. Ask, listen, and connect the work to what matters most to that person.



REFLECTION

Think of someone you lead. What rational rewards have you assumed motivate them? What feelings or experiences might matter more?

SOME IDEAS TO GET YOU STARTED

- **Ask about meaning.** What makes the work feel worthwhile?
- **Notice appreciation.** Learn when the person feels genuinely valued.
- **Explore belonging.** Ask what helps them feel trusted and included.
- **Look behind the reward.** What would money, a title, or a promotion make possible?
- **Connect to purpose.** Show how the work contributes to something meaningful.

The best motivator is personal. Curiosity helps you find it.



THIS WEEK'S INTENTIONALITY COMMITMENT

Who will I talk with?

What will I ask?

What emotional fuel did I discover?

WEEK 28

SHOW THAT YOU CARE



ON PURPOSE. WITH PURPOSE. FOR A PURPOSE.

WEEK 28

SHOW THAT YOU CARE

HERBISM #9

LEADERS CARE.

People do not care how much you know until they know how much you care.

Care is measured not by a leader's intention, but by the experience of the person being led.

Notice the person. Put their interests first. Make care visible.

WEEK 28

SHOW THAT YOU CARE

CARE MUST BECOME VISIBLE.

At Chick-fil-A, the corporate offices are intentionally called the "Support Center"—not headquarters. The name reminds leaders that their role is to support the restaurants, not dictate to them.

One December morning, Dan Cathy, CEO at the time, stood outside the Support Center playing Christmas carols on his trumpet as employees arrived. No policy required it. No business plan depended on it. It was a small, personal act designed to create joy and communicate: You matter, and we care about you.

Care is not merely an attitude hidden inside the leader. People experience care through attention, consideration, encouragement, and action. The simplest way to demonstrate it is to put another person's interests ahead of your own.

Leaders make care visible when they:

- **Notice the person.** Look beyond performance.
- **Give attention first.** Listen before giving advice.
- **Consider the impact.** Think about how decisions affect people.
- **Invest time.** Make room for what matters to others.

How do the people you lead experience your care?

WEEK 28

SHOW THAT YOU CARE

INTENTIONALITY

MAKE CARE VISIBLE

This week, move care from intention to experience. Choose one person you lead and demonstrate—through your time, attention, or action—that the person matters to you.



REFLECTION

Would the people I lead describe me as someone who genuinely cares? What evidence would they point to?

SOME IDEAS TO GET YOU STARTED

- **Begin personally.** Ask how someone is doing—and listen to the answer.
- **Remember what matters.** Follow up on something important they previously shared.
- **Give focused attention.** Put away distractions and be fully present.
- **Remove a burden.** Make one task, obstacle, or concern easier for someone.
- **Create some joy.** Use a personal talent or thoughtful gesture to brighten the day.

Care becomes credible when people can see it, feel it, and describe it.



THIS WEEK'S INTENTIONALITY COMMITMENT

Who needs to experience my care?

What will I do?

When will I do it?

WEEK 29

CREATE CONNECTION



WEEK 29

CREATE CONNECTION

HERBISM #14

LEADERS CREATE CONNECTION.

"The need for connection and community is primal, as fundamental as the need for air, water, and food."

— Dean Ornish

Connection does not happen by accident.

Leaders create moments that say: You are seen.

You are seen.
You belong.
You are part of the team.

WEEK 29

CREATE CONNECTION

CONNECTION MUST BE CREATED.

People do not automatically feel connected simply because they share an employer, a workplace, or a goal. Connection grows when a leader intentionally helps people feel seen, known, and included.

A new employee's first day offers a simple example. A name on a roster makes someone employed. A genuine introduction, a personal welcome, and a place in the circle help that person feel they belong.

Connection strengthens the relationships through which leadership happens. When people feel connected, they are more willing to contribute, collaborate, ask for help, and offer their best.

Leaders create connection when they:

- **Welcome personally.** Make each person feel seen.
- **Introduce meaningfully.** Help people know one another.
- **Find common ground.** Create a starting point for connection.
- **Invite their voice.** Make room for their contribution.
- **Follow up.** Stay connected after the first welcome.

Who is standing near your team but not yet feeling part of it?

WEEK 29

CREATE CONNECTION

INTENTIONALITY

CREATE A MOMENT OF BELONGING

This week, choose one person who may feel new, overlooked, or outside the circle. Create a specific moment that communicates: You are seen. You belong. You matter.



REFLECTION

Where might someone on my team feel disconnected or outside the circle? What have I done—or failed to do—that contributes to that experience?

SOME IDEAS TO GET YOU STARTED

- **Welcome personally.** Use their name and make time for a real conversation.
- **Make the introduction matter.** Help people find common ground.
- **Open the circle.** Invite them into a meeting, conversation, or decision.
- **Ask and listen.** Learn what helps them feel valued and included.
- **Follow up.** Check in after the first welcome.

Connection grows through repeated moments of intentional inclusion.



THIS WEEK'S INTENTIONALITY COMMITMENT

Who needs a stronger connection?

What will I do to help them belong?

When will I do it?

WEEK 30

HONOR HUMAN DIGNITY

PEOPLE RANKED BY SKILL



PEOPLE RANKED BY DIGNITY



WEEK 30

HONOR HUMAN DIGNITY

HERBISM #62

DIGNITY IS INHERENT.

"Dignity is an attribute that we are born with— it is our inherent value and worth."

— Donna Hicks

Respect may rise or fall with behavior and performance.

Dignity does not.

See the person before the position, performance, or problem.

WEEK 30

HONOR HUMAN DIGNITY

DIGNITY IS THE STARTING POINT.

Organizations rank performance because roles have standards and results matter. But ranking performance must never become ranking people.

A person can miss a goal, make a poor decision, or require accountability and still possess the same inherent human worth as anyone else.

Donna Hicks calls this dignity consciousness: a deep awareness of our inherent value and our shared vulnerability to having that dignity violated.

Leaders honor dignity when they:

- **Maintain equal regard.** Approach people as neither inferior nor superior.
- **Listen before judging.** Seek to understand their perspective.
- **Make honesty safe.** Give people room to speak openly.
- **Treat people fairly.** Be consistent in your decisions.
- **Recognize contributions.** Give people credit for their work.
- **Apologize when needed.** Own violations of another person's dignity.

When performance falls short, do my words address the behavior—or diminish the person?

WEEK 30

HONOR HUMAN DIGNITY

INTENTIONALITY

HOLD THE STANDARD. HONOR THE PERSON.

This week, notice one conversation where disappointment, disagreement, or poor performance could tempt you to diminish the person. Hold the standard while honoring their dignity.



REFLECTION

When someone disappoints me, do I address the issue—or communicate that the person is less valuable? How would they describe the way I make them feel?

SOME IDEAS TO GET YOU STARTED

- **Meet privately.** Protect the person from public humiliation.
- **Name the issue, not the person.** Describe behavior and impact without labels.
- **Listen for perspective.** Give them the opportunity to explain.
- **Maintain equal regard.** Watch your words, tone, and body language.
- **Own your part.** Apologize if you have violated their dignity.

Accountability and dignity are not opposites. Strong leaders practice both.



THIS WEEK'S INTENTIONALITY COMMITMENT

Whose dignity must I be careful to honor?

What standard must I address?

How will I do both?

WEEK 31

GIVE AND EARN RESPECT

RESPECT GIVEN



RESPECT EARNED



WEEK 31

GIVE AND EARN RESPECT

HERBISM #138

RESPECT CANNOT BE DEMANDED.

Without respect there is no trust.

Respect is given in the way we acknowledge, listen to, and treat others.

Respect is earned through consistency, accountability, and ownership.

When team performance falls short, respected leaders step forward and take responsibility.

WEEK 31

GIVE AND EARN RESPECT

RESPECT IS BUILT THROUGH OWNERSHIP.

Respect is not created by title, authority, or position. It grows from repeated evidence that a leader values people and can be relied upon.

When performance falls short, people watch what the leader does next. Leaders earn respect when they step forward, accept responsibility for the team's results, and focus on correction rather than blame.

Taking ownership does not mean the leader personally caused every problem. It means the leader refuses to stand apart from the team's performance.

Leaders demonstrate ownership when they:

- **State the result honestly.** Face the facts without minimizing them.
- **Use "we" before "they."** A leader resists distancing themself from the team.
- **Own their contribution.** Ask what they could have clarified, supported, or followed up on.
- **Lead the correction.** Turn accountability into action.
- **Share credit.** Give success away while carrying responsibility.

When results fall short, do I step forward and take ownership— or step back and assign blame?

WEEK 31

GIVE AND EARN RESPECT

INTENTIONALITY

STEP FORWARD AND TAKE OWNERSHIP.

This week, identify one team result that has fallen short. Before addressing the team, examine your own leadership and decide what taking ownership requires from you.



REFLECTION

When performance declines, is my first instinct to explain, blame, or take ownership? What could I have clarified, supported, or followed up on differently?

SOME IDEAS TO GET YOU STARTED

- **State the result honestly.** Name the gap without minimizing it.
- **Use "we" before "they."** Stay connected to the team's performance.
- **Own your contribution.** Identify what you could have clarified or supported.
- **Lead the correction.** Turn accountability into specific action.
- **Share credit.** Give success away while carrying responsibility.

Taking ownership does not mean accepting all blame. It means accepting responsibility for leading the response.



THIS WEEK'S INTENTIONALITY COMMITMENT

What team result needs my ownership?

What responsibility will I accept?

What corrective action will I lead this week?

WEEK 32

ACTIVELY LISTEN



WEEK 32

ACTIVELY LISTEN

HERBISM #31

LEADERS LISTEN.

Listening is more than remaining silent. Active listening requires our full presence— not just our ears. Put distractions away. Maintain eye contact. Resist interrupting. Receive what is being said.

WHEN PEOPLE FEEL HEARD, THEY KNOW THEY MATTER.

WEEK 32

ACTIVELY LISTEN

ACTIVE LISTENING IS A LEADERSHIP DISCIPLINE.

People can tell when a leader is listening—and when the leader is merely waiting for a turn to speak.

Active listening begins with the choice to be fully present. It means setting aside distractions, like your phone or computer, turning toward the person, and quieting the response forming in your own mind.

Listening is active because the leader participates and maintains eye contact. Attention, patience, questions, and reflection communicate that the person and the message matter.

Leaders actively listen when they:

- **Maintain eye contact.** Show that the person has your attention.
- **Remove distractions.** Give the conversation their full attention.
- **Let the person finish.** Resist interrupting or completing the thought.
- **Use encouraging silence.** Make room for the person to continue.
- **Ask clarifying questions.** Invite more rather than assuming.
- **Reflect what they heard.** Confirm the message before responding.
- **Notice the whole message.** Pay attention to words, tone, and body language.

Do people leave conversations feeling heard—or merely answered?

WEEK 32

ACTIVELY LISTEN

INTENTIONALITY

LISTEN ACTIVELY.

This week, choose one conversation and practice being fully present. Set aside distractions, resist interrupting, and focus on receiving what the other person is communicating.



REFLECTION

When someone is speaking, am I fully listening—or preparing my response? What distraction, assumption, or habit keeps me from giving my complete attention?

SOME IDEAS TO GET YOU STARTED

- **Create space.** Choose a time and place where you can be present.
- **Maintain eye contact.** Show that the person has your attention.
- **Remove distractions.** Close the laptop and put devices out of sight.
- **Let them finish.** Resist interrupting or rushing the conversation.
- **Ask, don't assume.** Use a question to invite the person to continue.
- **Reflect back.** Confirm what you heard before offering your response.

Listening is one of the simplest ways a leader can communicate: You matter.



THIS WEEK'S INTENTIONALITY COMMITMENT

Who needs my full attention?

What distraction or habit will I set aside?

When will I create time to listen?

WEEK 33

SEEK FIRST TO UNDERSTAND



WEEK 33

SEEK FIRST TO UNDERSTAND

HERBISM #109

SEEK FIRST TO UNDERSTAND.

Habit 5 - Seven Habits of Highly Effective People - Covey

... before trying to be understood. Understanding connects what a person says with what the person actually means. Leaders ask questions, listen, and clarify before giving direction or solving the problem.

UNDERSTANDING MUST COME BEFORE DIRECTION.

WEEK 33

SEEK FIRST TO UNDERSTAND

UNDERSTANDING PRECEDES EFFECTIVE ACTION.

Ready—fire—aim. That is what happens when a leader gives direction or takes action before truly understanding the situation.

Most people proceed in good faith based on what they believe to be true. When perspectives differ, assumptions can cause the wrong things to be done—or the right things to be done wrong.

Leaders resist the urge to tell too quickly. They ask, listen, and clarify until everyone is looking at the issue from a shared understanding.

Leaders seek understanding when they:

- **Pause before prescribing.** Do not rush to advice or direction.
- **Ask open questions.** Invite the other person to explain their view.
- **Test assumptions.** Separate what you know from what you think.
- **Paraphrase the meaning.** State what you believe you heard.
- **Confirm clarity.** Ask whether you understood correctly.
- **Then guide action.** Provide direction from shared understanding.

Do I seek clarity before giving direction— or assume I already understand?

WEEK 33

SEEK FIRST TO UNDERSTAND

INTENTIONALITY

GET ON THE SAME SIDE OF THE ISSUE.

This week, choose one issue where different perspectives may be creating confusion. Before offering direction, ask questions until you can accurately explain what the other person sees.



REFLECTION

Where am I assuming that my view is the complete picture? Whose perspective do I need to explore before I give direction or attempt to solve the problem?

SOME IDEAS TO GET YOU STARTED

- **State what you heard.** Paraphrase the issue in your own words.
- **Ask what you are missing.** Invite information that challenges your view.
- **Explore their vantage point.** Ask how the situation looks from their side.
- **Test assumptions.** Separate facts from interpretations.
- **Confirm shared understanding.** Agree on the issue before discussing action.

Clarity grows when leaders seek understanding before offering direction.



THIS WEEK'S INTENTIONALITY COMMITMENT

What issue do I need to understand?

Whose perspective must I explore?

What question will I ask first?

WEEK 34

PRACTICE EMPATHY



ON PURPOSE. WITH PURPOSE. FOR A PURPOSE.

WEEK 34

PRACTICE EMPATHY

HERBISM #63

LEADERSHIP REQUIRES EMPATHY.

Shame isolates. Empathy reconnects.

Shame tells people they are alone in their struggle.

Empathy lets them know they are seen—and not alone.

I NOTICE YOU. I FEEL YOUR PAIN.
I'M HERE FOR YOU.

"Empathy is a strange and powerful thing. There is no script. There is no right way or wrong way to do it. It's simply listening, holding space, withholding judgement, emotionally connecting, and communicating that incredibly healing message of 'you're not alone.'"

— Brené Brown

EMPATHY TURNS SHAME INTO CONNECTION.

WEEK 34

PRACTICE EMPATHY

EMPATHY TURNS ISOLATION INTO CONNECTION.

Shame makes people want to hide. It can follow a mistake, failure, rejection, or the fear of not being enough. Shame whispers that if others really knew, they would judge.

Sympathy observes pain from a distance. Empathy moves closer. It seeks to understand the emotion instead of immediately trying to fix, compare, minimize, or explain it away.

A leader does not need the same story to connect. The leader connects with the underlying emotion—embarrassment, fear, disappointment, loneliness, or uncertainty. When people can be vulnerable without being judged, trust grows.

Leaders practice empathy when they:

- **Notice withdrawal.** Pay attention when someone becomes quiet or guarded.
- **Suspend judgment.** Stay curious about what may be beneath the behavior.
- **Name what they observe.** Describe the change without assigning a motive.
- **Ask, do not assume.** Invite the person to share their experience.
- **Listen for emotion.** Hear what the situation feels like, not only what happened.
- **Connect before correcting.** Create safety before discussing action.

When someone struggles, do I move closer— or retreat into judgment, advice, or distance?

WEEK 34

PRACTICE EMPATHY

INTENTIONALITY

BE PRESENT BEFORE TRYING TO FIX.

This week, notice someone who may be hiding a mistake, disappointment, or insecurity. Instead of correcting, comparing, or reassuring too quickly, slow down and connect with what the person may be feeling.



REFLECTION

Where might shame or fear of judgment be causing someone to withdraw? How could I create enough safety for that person to feel seen, heard, and less alone?

SOME IDEAS TO GET YOU STARTED

- **Say what you notice.** Describe the change without diagnosing it.
- **Ask permission.** Invite the person to talk without applying pressure.
- **Listen without fixing.** Resist advice, comparison, or quick reassurance.
- **Connect with the emotion.** The feelings matter even when the stories differ.
- **Protect dignity.** Respond in a way that reduces judgment and isolation.

Empathy may not stop the rain, but it keeps people from standing in it alone.



THIS WEEK'S INTENTIONALITY COMMITMENT

Who may be carrying a burden alone?

What emotion should I try to understand?

How will I communicate, "You are not alone"?

WEEK 35

MODEL VULNERABILITY



ON PURPOSE. WITH PURPOSE. FOR A PURPOSE.

WEEK 35

MODEL VULNERABILITY

HERBISM #52

LEADERS MODEL VULNERABILITY.

Vulnerability is courage—not weakness. Trust grows when people feel safe enough to admit mistakes, ask for help, and speak honestly without fear of embarrassment. Few team members will lower their defenses unless the leader lowers theirs first.

"In order to be the kind of leader who demonstrates genuine interest in employees and who can help people discover the relevance of their work, a person must have a level of personal confidence and emotional vulnerability."

— Patrick M. Lencioni

VULNERABILITY STARTS WITH THE LEADER.

WEEK 35

MODEL VULNERABILITY

THE LEADER MUST GO FIRST.

Vulnerability is often confused with weakness because it involves risk. A leader who admits uncertainty, asks for help, or owns a mistake gives up the illusion of invulnerability.

Teams study what leaders model. If the leader hides flaws, defends ego, or pretends to have every answer, others protect themselves. Over time, the armor becomes the culture.

When the leader opens up first, it creates permission. The team learns that honesty will not be punished, conflict becomes less personal, and vulnerability-based trust can grow.

Leaders model vulnerability when they:

- **Admit a mistake.** Own what happened without excuses or deflection.
- **Say "I don't know."** Replace certainty with curiosity and learning.
- **Ask for help.** Demonstrate that needing others is not weakness.
- **Invite challenge.** Make it safe for others to question your thinking.
- **Share a relevant struggle.** Let the team see the human behind the role.
- **Receive feedback openly.** Listen without becoming defensive.

What armor am I still wearing—and what might become possible if I remove some?

WEEK 35

MODEL VULNERABILITY

INTENTIONALITY

REMOVE SOME ARMOR.

This week, choose one deliberate act of vulnerability. Share something honest that helps your team see you as human and makes it safer for them to be honest with you and each other.



REFLECTION

Where am I protecting my image at the expense of trust? What could I acknowledge, ask, or admit that would make honesty safer for others?

SOME IDEAS TO GET YOU STARTED

- **Admit a recent mistake.** Explain what you learned from it.
- **Say "I don't know."** Invite others to help find the answer.
- **Ask a teammate for help.** Let someone contribute where you are weak.
- **Invite disagreement.** Thank the person who challenges your thinking.
- **Share a relevant struggle.** Connect honestly without making it about you.

When the leader lowers a defense, the team gains permission to lower theirs.



THIS WEEK'S INTENTIONALITY COMMITMENT

What armor am I ready to remove?

What will I say or do?

How will I make honesty safer for others?

WEEK 36

BECOME WORTHY OF TRUST



WEEK 36

BECOME WORTHY OF TRUST

HERBISM #97

LEADERS BECOME WORTHY OF TRUST.

Trust is not granted by a title. It is earned through consistent action.

Being trustworthy means being worthy of another person's confidence. Like a credit score, trust begins at zero and grows only after we provide evidence that it is safe to believe in us. Every promise kept, truth told, and outcome owned becomes a deposit in the leader's trust account.

TRUST MUST BE EARNED BEFORE IT CAN BE GIVEN.

WEEK 36

BECOME WORTHY OF TRUST

TRUSTWORTHINESS COMES FIRST.

Leaders sometimes speak of trust as though it is something the team owes them. But trust cannot be demanded, assigned, or created by a position. It is a judgment others make about us.

People watch for patterns. They compare our promises with our follow-through, our stated values with our choices, and our explanations with our willingness to own the outcome.

Trust grows when those patterns demonstrate character and consistency. Over time, others become willing to take risks because they believe the leader will tell the truth, do what is right, and remain dependable when the situation becomes difficult.

Leaders demonstrate trustworthiness when they:

- **Tell the truth.** Be honest even when the truth reflects poorly on you.
- **Keep commitments.** Follow through on both spoken and implied promises.
- **Own outcomes.** Avoid excuses, blame, and deflection.
- **Align words and actions.** Let your behavior confirm what you say.
- **Practice courageous candor.** Tell the kind truth when it will help.
- **Protect trust.** Never sacrifice it for short-term convenience or gain.

What evidence am I giving others that Iam worthy of their trust?

WEEK 36

BECOME WORTHY OF TRUST

INTENTIONALITY

MAKE A DEPOSIT IN YOUR TRUST ACCOUNT.

This week, identify one relationship that would benefit from greater trust. Make one visible deposit through truth, follow-through, ownership, alignment, or courageous candor.



REFLECTION

If the people I lead were asked why I am worthy of their trust, what evidence could they give? Where might my words, actions, or follow-through be creating doubt?

SOME IDEAS TO GET YOU STARTED

- **Complete an overdue commitment.** Close a gap between words and action.
- **Tell the truth promptly.** Do not allow discomfort to delay honesty.
- **Own an outcome.** Accept responsibility without excuses or deflection.
- **Align a choice with your values.** Do the right thing when no one is watching.
- **Have a candid conversation.** Courageously offer the kind truth.

Trust grows through repeated deposits—and can be depleted by one careless withdrawal.



THIS WEEK'S INTENTIONALITY COMMITMENT

Which relationship needs a deposit of trust?

What specific action will I take?

When and how will I follow through?

WEEK 37

GUARD YOUR LEADERSHIP CAPITAL



ON PURPOSE. WITH PURPOSE. FOR A PURPOSE.

WEEK 37

GUARD YOUR LEADERSHIP CAPITAL

HERBISM #22

LEADERS GUARD LEADERSHIP CAPITAL.

Money engages hands and feet. Leadership capital engages hearts and minds. Leadership capital takes time to earn. It grows as people assign value to the leader's skills, actions, character, and motives. It becomes vulnerable whenever the leader asks others to accept a difficult decision, embrace change, or contribute beyond what is required.

EARN IT SLOWLY. GUARD IT CAREFULLY.

WEEK 37

GUARD YOUR LEADERSHIP CAPITAL

EARN IT SLOWLY. SPEND IT WISELY.

Leadership capital gives a leader access to people's voluntary ideas, energy, and extra effort. Each positive interaction adds to the balance, but that balance should never be taken for granted.

Every request for extraordinary effort, every difficult decision, and every call for change can create a withdrawal. Those withdrawals are sometimes necessary, but they should never be casual, self-serving, or avoidable.

Capital can erode quickly when people experience inconsistency, inauthenticity, lack of care, or broken commitments. Wise leaders protect the principal and draw on it only when the purpose and the needs of the team truly justify it.

Leaders guard their capital when they:

- **Keep commitments.** Protect confidence by following through consistently.
- **Explain difficult decisions.** Make the purpose and motive visible.
- **Ask for sacrifice selectively.** Draw on goodwill only when it is necessary.
- **Share the burden.** Never ask others to carry what you avoid yourself.
- **Remain authentic.** Do not trade credibility for appearances or convenience.
- **Repair withdrawals quickly.** Acknowledge harm and restore what was depleted.

Where might I be spending leadership capital faster than I am earning it?

WEEK 37

GUARD YOUR LEADERSHIP CAPITAL

INTENTIONALITY

GUARD WHAT YOU HAVE EARNED.

This week, identify one place where an action, decision, or request could unnecessarily deplete your leadership capital. Take one deliberate step to protect or replenish it.



REFLECTION

Where am I drawing on the team's goodwill unnecessarily? What behavior, decision, or unmet commitment could be quietly eroding the capital I have earned?

SOME IDEAS TO GET YOU STARTED

- **Complete an overdue commitment.** Restore trust by following through.
- **Explain a difficult request.** Explain why it is necessary.
- **Remove an unnecessary demand.** Stop spending goodwill without good reason.
- **Share the burden.** Show that everyone shares the sacrifice.
- **Repair a withdrawal.** Acknowledge the impact and correct it.

Leadership capital takes a long time to earn, can be spent quickly, and should never be taken for granted.



THIS WEEK'S INTENTIONALITY COMMITMENT

Where am I making an unnecessary withdrawal?

What will I do to protect or replenish the balance?

How will I use my leadership capital more wisely?

WEEK 38

SERVE AND SUPPORT



ON PURPOSE. WITH PURPOSE. FOR A PURPOSE.

WEEK 38

SERVE AND SUPPORT

HERBISM #17

LEADERS SERVE AND SUPPORT.

Leadership is not standing above people.
It is positioning yourself
where you can help them succeed.

A leader's highest responsibility is to ensure the team has what it needs to serve customers and one another well. Serving is not weakness. It takes strength and humility to place the needs of the team ahead of status or comfort.

LEADERS SUPPORT THE PEOPLE WHO SERVE OTHERS.

WEEK 38

SERVE AND SUPPORT

THE LEADER'S ROLE IS TO ENABLE OTHERS.

Some bosses operate as though leadership places them at the top of the mountain. They protect their position, expect others to serve them, and use authority to keep control flowing upward.

Leadership reverses that flow. The people closest to the customer and the work need timely information, appropriate authority, useful tools, sufficient resources, and support when obstacles arise.

Serving does not mean doing everyone's work or removing accountability. It means creating the conditions in which capable people can perform at their best and serve others without unnecessary barriers.

Leaders serve and support when they:

- **Ask what the team needs.** Listen before assuming you know the answer.
- **Remove obstacles.** Address barriers that make good work unnecessarily difficult.
- **Provide resources.** Equip people with the tools and information they need.
- **Clarify authority.** Let decisions be made as close to the work as possible.
- **Develop capability.** Coach people so they can succeed without dependence.
- **Share the burden.** Step in when your effort can help the team move forward.

What does my team need from me in order to serve others at its best?

WEEK 38

SERVE AND SUPPORT

INTENTIONALITY

SERVE THE PEOPLE WHO SERVE OTHERS.

This week, take one deliberate action that helps someone on your team serve others more effectively. Remove an obstacle, provide a resource, or personally share the burden.



REFLECTION

Where might my team be compensating for a gap in my leadership? What information, resource, authority, training, or encouragement do they need from me?

SOME IDEAS TO GET YOU STARTED

- **Spend time on the front line.** Observe the work and ask what would help.
- **Remove a recurring obstacle.** Resolve a daily obstacle for the team.
- **Secure a needed resource.** Provide a tool, information, or support.
- **Make a delayed decision.** Give the team clarity to move forward.
- **Share the burden.** Personally help where it would make a difference.

The leader's responsibility is not to be served, but to make service possible.



THIS WEEK'S INTENTIONALITY COMMITMENT

Who needs my support?

What barrier will I remove or resource will I provide?

When and how will I follow through?

WEEK 39

INVITE COLLABORATION



WEEK 39

INVITE COLLABORATION

HERBISM #5

LEADERS EMBRACE COLLABORATION.

Communication exchanges information. Collaboration builds something together. Leaders do not need to have every idea or answer. Teams are most effective when people contribute at their natural best. Collaboration requires enough humility to value other perspectives and enough vulnerability to invite them into the work.

THE LEADER DOES NOT COMPLETE THE PICTURE ALONE.

WEEK 39

INVITE COLLABORATION

THE BEST ANSWER MAY NOT BE YOURS.

Communication can occur while people continue to work independently. Collaboration goes further. It combines perspectives, experience, and ability to produce something no individual could create alone.

The leader is part of that work—not merely the person directing it. Effective leaders contribute their own thinking while resisting the temptation to crowd out the ideas, questions, and expertise of others.

This requires humility and vulnerability. The leader must be willing to bring an unfinished problem to the table, listen before answering, and allow the team's thinking to improve the final solution.

Leaders invite collaboration when they:

- **Establish a shared purpose.** Give everyone the same picture to build toward.
- **Bring the right voices together.** Include those with relevant experience and insight.
- **Ask before answering.** Draw out perspectives before offering your own.
- **Contribute without dominating.** Work alongside the team without taking over.
- **Build on ideas.** Help people connect and strengthen one another's thinking.
- **Clarify the outcome.** Turn shared thinking into aligned action and accountability.

Whose perspective am I failing to draw into the work?

WEEK 39

INVITE COLLABORATION

INTENTIONALITY

CREATE SPACE FOR THE TEAM'S BEST THINKING.

This week, bring one real issue to the team before deciding on the answer. Work alongside them, draw out different perspectives, and allow the shared thinking to improve the solution.



REFLECTION

Where do I default to providing the answer or directing the work? Whose ideas might I be overlooking, and how could their perspective strengthen the outcome?

SOME IDEAS TO GET YOU STARTED

- **Bring an unfinished problem.** Invite the team in before choosing the answer.
- **Be the last to speak.** Hear other perspectives before offering your own.
- **Invite a quieter voice.** Make room for someone who has not contributed.
- **Build on an idea.** Connect one person's thinking with another's.
- **Work alongside the team.** Participate without directing or taking over.

Collaboration begins when the leader makes room for the team to help complete the picture.



THIS WEEK'S INTENTIONALITY COMMITMENT

What issue will we work on together?

Whose perspective will I intentionally draw out?

How will I contribute without dominating?

WEEK 40

INSPIRE ACTION



ON PURPOSE. WITH PURPOSE. FOR A PURPOSE.

WEEK 40

INSPIRE ACTION

HERBISM #4

LEADERS INSPIRE ACTION.

Vision identifies the destination. Purpose gives people a reason to move. A vision remains a dream until people choose to pursue it. Leaders make the destination compelling by explaining why it matters and why the effort will be worthwhile. When people feel connected to the purpose, commitment grows and the difficult first steps become possible.

START WITH WHY.
CREATE A FEELING.
INSPIRE ACTION.

WEEK 40

INSPIRE ACTION

VISION PROVIDES DIRECTION. PURPOSE CREATES MOVEMENT.

Vision answers where the team is going. A plan explains how it might get there. Neither one, by itself, gives people a personal reason to begin a difficult journey or persist when the work becomes demanding.

Inspiration connects the destination to something people can feel. It helps them understand who will benefit, what will improve, what could be lost, and why their contribution matters.

Leaders do not manufacture emotion or rely on hype. They translate goals into honest human meaning, share their own conviction, acknowledge the difficulty, and help people see that the destination is worth the effort required to reach it.

Leaders inspire action when they:

- **Make the destination visible.** Help people picture the future they can create.
- **Explain why it matters.** Connect the goal to meaningful human impact.
- **Connect work to purpose.** Show how each contribution advances the mission.
- **Share genuine conviction.** Let people see why the outcome matters to you.
- **Acknowledge the difficulty.** Inspiration does not require pretending the work iS easy.
- **Take the first step.** Convert emotional commitment into purposeful movement.

Have I given people a reason to move—or only told them where to go?

WEEK 40

INSPIRE ACTION

INTENTIONALITY

MAKE THE WHY WORTH THE EFFORT.

This week, identify one important action you need others to take. Before explaining what must be done, make the purpose visible and connect the effort to an outcome people can believe in.



REFLECTION

Where am I asking people to act without giving them a compelling reason? Why should this destination matter to them, and what feeling should the purpose create?

SOME IDEAS TO GET YOU STARTED

- **Tell a meaningful story.** Show how the outcome will affect real people.
- **Show the completed picture.** Help the team see what success could become.
- **Connect a task to purpose.** Explain why the work matters beyond completion.
- **Acknowledge the effort.** Be honest about what the journey will require.
- **Demonstrate conviction.** Let your own commitment invite others to act.

People rarely give their best to an instruction; they give it to a purpose they believe in.



THIS WEEK'S INTENTIONALITY COMMITMENT

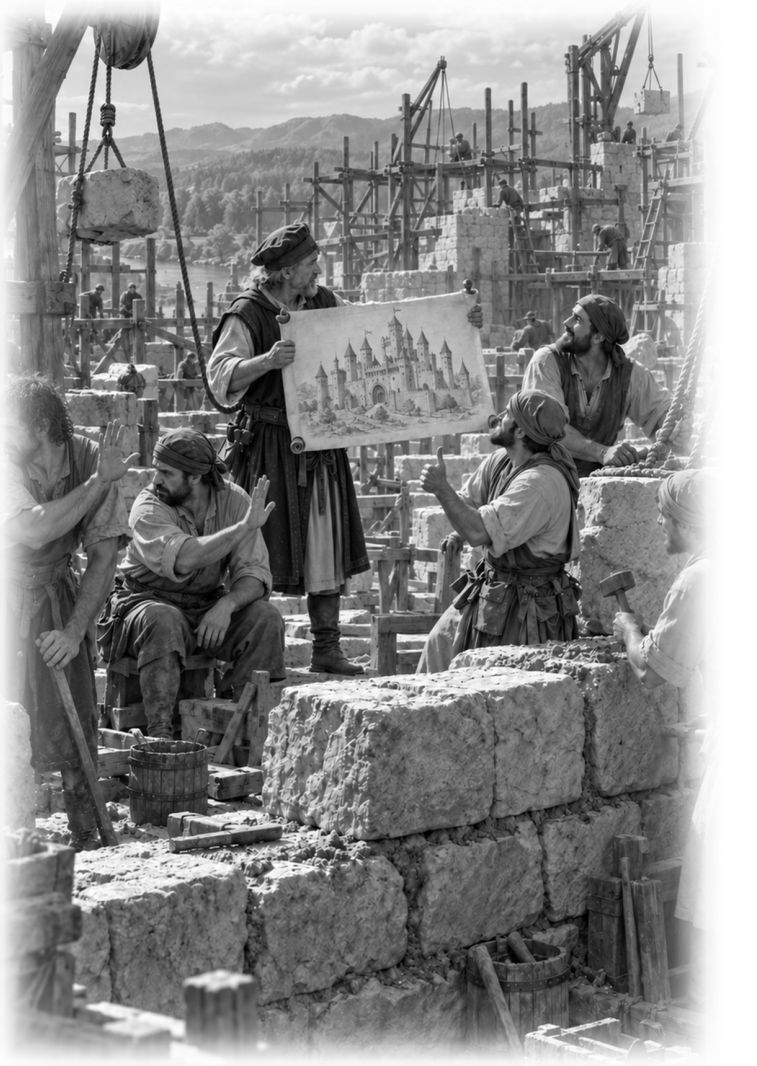
What action do I need to inspire?

Why is the destination worth the effort?

How will I make the why visible and felt?

WEEK 41

EXPLAIN WHY



ON PURPOSE. WITH PURPOSE. FOR A PURPOSE.

WEEK 41

EXPLAIN WHY

HERBISM #36

LEADERS EXPLAIN WHY.

WHAT directs people to a task. WHY connects the task to a purpose. People may comply with a WHAT they do not understand. But when leaders invest time explaining WHY, people can align their decisions and willingly give their best to the larger purpose. Without the WHY, leaders spend more time prodding, correcting, and policing.

DO NOT JUST ASSIGN THE WORK.
CONNECT IT TO THE PURPOSE.

WEEK 41

EXPLAIN WHY

WHEN PEOPLE SEE THE CASTLE, THE STONES MATTER.

An old building-site parable describes workers performing the same difficult labor. Some see only heavy stones, dirt, and another exhausting day. One sees something more: the foundation of the king's castle.

The work has not changed, but its meaning has. The larger picture connects an ordinary task to a worthwhile outcome. It replaces isolation with contribution and compliance with ownership.

Leaders cannot assume the purpose is obvious. They must repeatedly connect each person's work to the people it serves, the result it advances, and the future the team is working together to create.

Leaders make the why visible when they:

- **Describe the completed picture.** Help people see what their effort is building.
- **Connect each role to the whole.** Show how individual work advances the outcome.
- **Name who benefits.** Make the human impact of the work clear.
- **Provide context.** Explain the circumstances and reasoning behind the task.
- **Invite questions.** Make room for people to understand rather than merely comply.
- **Repeat the why.** Purpose must remain visible after the work begins.

Do the people I lead see only the stones—or do they see what we are building?

WEEK 41

EXPLAIN WHY

INTENTIONALITY

MAKE THE PURPOSE VISIBLE.

This week, identify one task or expectation that may feel disconnected from the larger purpose. Before reinforcing what must be done, help people see what their work is building and why it matters.



REFLECTION

Where might people see only hard work, isolated tasks, or another demand? Have I explained the WHAT while assuming the WHY is obvious? What larger picture do they need to see?

SOME IDEAS TO GET YOU STARTED

- **Begin with the outcome.** Explain what the work is intended to accomplish.
- **Show the completed picture.** Help people visualize what success will become.
- **Connect a role to the whole.** Make each person's contribution visible.
- **Name who benefits.** Identify the people the work ultimately serves.
- **Repeat the why.** Keep purpose visible as priorities and conditions change.

People give more to their work when they understand why their work matters.



THIS WEEK'S INTENTIONALITY COMMITMENT

What task needs a clearer why?

What larger purpose does it serve?

How will I make the completed picture visible?

WEEK 42

CONTINUOUSLY PAINT THE PICTURE



ON PURPOSE. WITH PURPOSE. FOR A PURPOSE.

WEEK 42

CONTINUOUSLY PAINT THE PICTURE

HERBISM #69

LEADERS CONTINUOUSLY PAINT THE PICTURE.

A picture gives people a reference point. A repeated picture keeps them moving together.

Vision cannot be communicated once and assumed remembered. Daily demands, changing conditions, and competing priorities cause even a compelling picture of the future to fade. When people can clearly see what success looks like, their decisions become quicker, easier, and more aligned.

KEEP THE DESTINATION VISIBLE.

WEEK 42

CONTINUOUSLY PAINT THE PICTURE

PEOPLE CANNOT ASSEMBLE A PICTURE THEY CANNOT SEE.

Anyone assembling a jigsaw puzzle repeatedly checks the picture on the box. It provides a reference for where the pieces belong and helps people recognize whether their work is moving toward the intended result.

Organizations often give people pieces—tasks, goals, instructions, and deadlines—without keeping the completed picture in view. People stay busy, but their decisions can pull the work in different directions.

Leaders continuously paint the picture by describing the destination in concrete terms and connecting today's work to it. The message remains consistent, even as the examples and emphasis are refreshed.

Leaders keep the picture visible when they:

- **Make the destination specific.** Describe what people will see and experience.
- **Use vivid examples.** Turn abstract language into something people can picture.
- **Connect today's work.** Show how current priorities advance the vision.
- **Repeat it consistently.** Communicate the picture more often than feels necessary.
- **Refresh without replacing.** Adapt the message without constantly changing direction.
- **Check understanding.** Ask people to describe the destination in their own words.

Ts the picture in my mind equally clear in the minds of the people I lead?

WEEK 42

CONTINUOUSLY PAINT THE PICTURE

INTENTIONALITY

KEEP THE DESTINATION IN VIEW.

This week, identify one important goal whose picture may have faded beneath daily demands. Repaint the destination in concrete terms and connect the team's current work to it.



REFLECTION

What future picture have I assumed the team still remembers? What daily pressures may have blurred it? If asked separately, how consistently would people describe success?

SOME IDEAS TO GET YOU STARTED

- **Tell the story again.** Remind people why the destination matters.
- **Show a concrete example.** Make the desired result visible and specific.
- **Describe the experience.** Explain what success will feel like to those served.
- **Connect today's priorities.** Show how present work advances the picture.
- **Ask the team to describe it.** Listen for clarity, consistency, and gaps.

Vision becomes useful when people can see it clearly enough to act.



THIS WEEK'S INTENTIONALITY COMMITMENT

What picture needs refreshing?

What will success look and feel like?

How will I keep the destination visible this week?

WEEK 43

CREATE ALIGNMENT



ON PURPOSE. WITH PURPOSE. FOR A PURPOSE.

WEEK 43

CREATE ALIGNMENT

HERBISM #19

LEADERS CREATE ALIGNMENT.

A shared picture shows people where they are going. Alignment helps their separate efforts take them there.

People may understand the destination and still work at cross-purposes when priorities, roles, or handoffs are unclear. Leaders connect the work. They clarify what matters most now, help people see how their efforts fit together, and resolve conflicts before energy is wasted.

ONE DIRECTION. COORDINATED EFFORT.

WEEK 43

CREATE ALIGNMENT

ALIGNMENT TURNS SHARED VISION INTO COORDINATED ACTION.

Seeing the same destination does not ensure moving toward it together. One team may improve speed while another adds steps to protect quality. Each may believe it is helping, yet their separate decisions can slow the whole effort.

Alignment requires more than agreement in a meeting. The leader clarifies priorities, makes tradeoffs explicit, and connects roles and handoffs so separate efforts reinforce one another.

People do not need identical tasks. They need compatible decisions and dependable coordination as conditions change.

Leaders create alignment when they:

- **Name the shared result.** State the outcome everyone must advance.
- **Set common priorities.** Resolve what comes first when demands compete.
- **Connect the roles.** Show where each person's work meets another's.
- **Clarify handoffs.** Agree on who does what, by when, and how work moves.
- **Address competing pulls.** Surface conflicts before they cost time or trust.
- **Check and adjust.** Revisit decisions as conditions change.

Where is our team working hard without moving together?

WEEK 43

CREATE ALIGNMENT

INTENTIONALITY

ALIGN THE EFFORT.

This week, identify one goal that depends on several people or teams. Look for a priority, decision, or handoff that is pulling their efforts apart, then bring those involved together to resolve it.



REFLECTION

Where are capable people working hard but pulling in different directions? Which priority or handoff needs clarity? Whose input is missing?

SOME IDEAS TO GET YOU STARTED

- **Name the shared result.** Ask everyone to state what success requires.
- **Compare priorities.** Find where competing goals divide effort.
- **Map a handoff.** Trace one task across roles and clarify ownership.
- **Resolve a conflict.** Decide together what takes precedence.
- **Agree on a check-in.** Choose when to review progress and adjust.

Alignment shows up when separate efforts reinforce one another.



THIS WEEK'S INTENTIONALITY COMMITMENT

What effort needs better alignment?

Who must agree on priorities or handoffs?

What will we decide together this week?

WEEK 44

BUILD GENUINE BUY-IN



WEEK 44

BUILD GENUINE BUY-IN

HERBISM #87

LEADERS SEEK GENUINE BUY-IN.

Agreement is easy to request. Commitment must be earned.

A raised hand or spoken yes may conceal doubts, confusion, or simple compliance. Invite people to weigh in while the plan can still improve. Listen, explain the choices, and use what you learn. When people understand the purpose and know their voice matters, they are more likely to bring their minds, hearts, and effort.

INVITE THEIR VOICE. EARN THEIR COMMITMENT.

WEEK 44

BUILD GENUINE BUY-IN

A YES IS NOT THE SAME AS OWNERSHIP.

People can agree outwardly while holding back questions, concerns, or their best effort. Some need more context; others may see a flaw the leader has missed. Body language offers clues, but it cannot reveal the whole story.

Buy-in grows when the leader explains the purpose, welcomes disagreement, and shows how input affects the plan. Not every suggestion can be adopted. People can still commit when they understand the decision and know they were heard.

The test comes after the meeting: do people take initiative and carry the work forward when the leader is not watching?

Leaders build genuine buy-in when they:

- **Explain the why.** Connect the idea to a purpose people can own.
- **Invite honest input.** Ask what excites or concerns them.
- **Listen without defense.** Explore disagreement before responding.
- **Use what improves the plan.** Make changes when the team is right.
- **Explain the decision.** Name what changed and what did not.
- **Look for ownership.** Notice follow-through beyond the meeting.

Have I earned commitment or only received agreement?

WEEK 44

BUILD GENUINE BUY-IN

INTENTIONALITY

TURN AGREEMENT INTO OWNERSHIP.

This week, revisit an initiative that received a quick yes. Speak with people who must carry it out. Invite their questions and reservations, then clarify or improve the plan.



REFLECTION

Whose agreement have I assumed means commitment? What concerns might they have left unspoken? Have I shown that their input can affect the work?

SOME IDEAS TO GET YOU STARTED

- **Ask privately.** Give a quiet teammate room to speak honestly.
- **Invite concerns.** Ask what might prevent success.
- **Show what changed.** Point to an idea that improved the plan.
- **Explain the tradeoff.** Clarify why another idea was not adopted.
- **Watch the follow-through.** Look for ownership beyond words.

Buy-in deepens when people know their voice mattered.



THIS WEEK'S INTENTIONALITY COMMITMENT

Whose buy-in do I need to understand?

What question will I ask?

What will I do with what I hear?

WEEK 45

KEEP THE TEAM FOCUSED



WEEK 45

KEEP THE TEAM FOCUSED

HERBISM #29

LEADERS ENSURE FOCUS.

Scattered effort loses its force. Focused effort moves the team forward.

People need to know the destination, where they stand, and how much time remains. Without that clarity, urgent requests can pull even a committed team in many directions. Keep the goal visible. Review progress honestly. Give the team a plan for the time left, and protect its attention.

MAKE THE GOAL CLEAR. KEEP IT IN VIEW.

WEEK 45

KEEP THE TEAM FOCUSED

FOCUS GIVES A TEAM ITS THRUST.

A goal announced once can disappear beneath the demands of the day. New requests arrive, obstacles appear, and people work hard on different things. The leader keeps the destination in sight and helps the team decide what deserves attention now.

A progress marker makes the conversation concrete. What is the goal? Where are we today? How much time remains? A focused plan names the priorities, owners, and check-ins that will close the gap.

Focus is sustained through regular, honest conversations, not a single presentation. As conditions change, leaders revisit priorities, clear distractions, and show the team how its work moves the marker.

Leaders help the team stay focused when they:

- **Make the goal visible.** Give everyone the same destination.
- **Show current progress.** Report where things actually stand.
- **Name the time left.** Make the pace of progress clear.
- **Clarify the plan.** Agree on priorities, owners, and check-ins.
- **Remove distractions.** Protect time for essential work.
- **Revisit the measure.** Adjust effort before time runs out.

Does my team know the goal, our progress, and what matters most right now?

WEEK 45

KEEP THE TEAM FOCUSED

INTENTIONALITY

KEEP THE GOAL IN VIEW.

This week, choose one important team goal. Put the target, current progress, and time remaining where everyone can see them. Then agree on the next priorities, owners, and check-in.



REFLECTION

Can my team state the goal, our progress, and the time left? Do we have a clear plan for closing the gap? What deserves our attention now?

SOME IDEAS TO GET YOU STARTED

- **Show the target.** Post one clear, measurable goal.
- **Mark today.** Share the honest current result.
- **Count the time.** Make the remaining window visible.
- **Clarify the plan.** Name priorities and owners.
- **Review together.** Set check-ins and adjust the plan.

A visible goal helps turn activity into progress.



THIS WEEK'S INTENTIONALITY COMMITMENT

What goal will I put before the team?

Where do we stand, and how much time is left?

What plan will I clarify with the team?

WEEK 46

CHOOSE EFFECTIVENESS BEFORE EFFICIENCY



ON PURPOSE. WITH PURPOSE. FOR A PURPOSE.

WEEK 46

CHOOSE EFFECTIVENESS BEFORE EFFICIENCY

HERBISM #20

CHOOSE THE RIGHT RESULT FIRST.

Doing it faster helps only when you are doing the right thing.

Speed can make an ineffective process look productive, yet not produce the desired result and even end up worse than not doing something at all. A completed task has value when it produces the intended result. Define that result before shortening the work. Once the team can deliver it reliably, improve the pace without losing the outcome that matters.

GET IT RIGHT. THEN MAKE IT FASTER.

WEEK 46

CHOOSE EFFECTIVENESS BEFORE EFFICIENCY

RIGHT RESULTS FIRST. SPEED CAN FOLLOW.

A team may finish a task quickly and still fail the person it serves. A wheel installed in record time is no success if its lug nuts are not properly checked. The work is finished when the result meets the standard.

Efficiency asks how much time or effort the task takes. Effectiveness asks whether it accomplishes the objective. Both have value, but the order matters: clarify the desired outcome, make it repeatable, then remove wasted steps, and reduce cycle time without compromising the desired outcome.

When leaders reward speed alone, people may skip the checks that protect the outcome. A reliable process helps the team become faster without trading away its purpose.

Leaders choose effectiveness first when they:

- **Define the result.** Be specific about what success means.
- **Identify key checks.** Name what must never be skipped.
- **Verify completion.** Check the outcome, not just the activity.
- **Fix recurring misses.** Find the source of failure.
- **Build consistency.** Make the right result repeatable.
- **Improve the pace.** Cut waste without lowering the standard.

Are we measuring what matters or only how fast we finish?

WEEK 46

CHOOSE EFFECTIVENESS BEFORE EFFICIENCY

INTENTIONALITY

GET THE RIGHT RESULT FIRST.

This week, choose a task your team is under pressure to finish quickly. Define the result that must be achieved, identify the checks that protect it, then look for a faster way to repeat it.



REFLECTION

Where have I rewarded speed more visibly than doing it right? What check protects the intended outcome? How do I know the result is reliable?

SOME IDEAS TO GET YOU STARTED

- **Define success.** Describe the outcome that matters.
- **Keep key checks.** Name steps that protect the result.
- **Test the outcome.** Verify the work before calling it done.
- **Address misses.** Find and fix a recurring failure.
- **Remove waste.** Speed up only after results are reliable.

Make the right result repeatable, then improve the pace.



THIS WEEK'S INTENTIONALITY COMMITMENT

What result must we deliver?

What check will protect that result?

What can we streamline once it is reliable?

WEEK 47

PREPARE THE TEAM TO SUCCEED



WEEK 47

PREPARE THE TEAM TO SUCCEED

HERBISM #24

LEADERS PREPARE THE TEAM.

Practice belongs before the moment that counts. Salespeople cannot rehearse a customer conversation during that conversation. Weekly training lets them practice, receive feedback, and strengthen their skills beforehand. The principle reaches every team: provide the tools, practice the work, and learn before performance counts.

MAKE PRACTICE ROUTINE. PREPARE THEM TO PERFORM.

WEEK 47

PREPARE THE TEAM TO SUCCEED

PRACTICE IS PART OF THE WORK.

In many sales teams, people are expected to perform in live customer conversations without ever rehearsing them. The first attempt at handling a difficult question should not happen in front of a customer. Weekly practice lets people make mistakes, get coaching, and try again before the stakes are real.

Showing up is not preparation. A leader who offers encouragement but no training leaves the team to improvise. Clear expectations, relevant tools, and regular rehearsal give people a real chance to succeed.

Preparation reaches beyond sales. Every team faces moments it can practice in advance: service recovery, handoffs, difficult conversations, and decisions under pressure. Leaders make room to rehearse those moments.

Leaders make practice useful when they:

- **Make it routine.** Protect time for weekly practice.
- **Use real scenarios.** Rehearse likely questions and challenges.
- **Coach the behavior.** Offer specific, useful feedback.
- **Repeat the exercise.** Try again with a stronger approach.
- **Equip the team.** Share tools, knowledge, and standards.
- **Learn from results.** Bring live lessons into the next session.

Am I giving my team a place to practice before the moment that counts?

WEEK 47

PREPARE THE TEAM TO SUCCEED

INTENTIONALITY

MAKE ROOM TO PRACTICE.

This week, schedule a recurring practice session. Choose a real scenario your team faces, let people rehearse it, offer specific feedback, and repeat the exercise with a better approach.



REFLECTION

Where am I asking people to wing it? Which skill or conversation needs rehearsal? Have I created a safe place to practice and receive feedback?

SOME IDEAS TO GET YOU STARTED

- **Pick a real scenario.** Use one the team encounters.
- **Seta cadence.** Protect a short weekly session.
- **Role-play.** Let teammates practice both sides.
- **Give feedback.** Name one thing to keep and one to improve.
- **Try it again.** Repeat with the coaching applied.

Practice today prepares the team for tomorrow.



THIS WEEK'S INTENTIONALITY COMMITMENT

What real situation will we rehearse?

When will our practice session happen?

How will I coach and repeat the exercise?

WEEK 48

PROVIDE CLARITY WITH KINDNESS



WEEK 48

PROVIDE CLARITY WITH KINDNESS

HERBISM #126

CLARITY IS AN ACT OF KINDNESS.

Say what needs to be said with honesty and care. Vague expectations and softened half-truths can leave people guessing. Avoiding the conversation may ease the leader's discomfort, but it denies others clarity. Explain the standard, listen to their perspective, and agree on a next step. Directness can be deeply kind.

BE HONEST. BE RESPECTFUL.

WEEK 48

PROVIDE CLARITY WITH KINDNESS

SAY IT CLEARLY. SAY IT WITH COMPASSION.

A leader may avoid an uncomfortable conversation hoping to spare someone's feelings. Yet unclear expectations or half-truths leave that person exposed to disappointment later. Kindness gives people the information they need to choose, improve, and succeed.

Set expectations before the work: what result is needed, by when, and how it will be measured. If performance falls short, speak with the person directly. Describe what you observed, explain the impact, invite their view, and agree on what happens next.

Talking about someone instead of with them weakens trust. A respectful conversation may be uncomfortable, but it keeps the relationship close enough for learning and change.

Leaders offer clarity with kindness when they:

- **State expectations.** Name the result and the standard.
- **Use specific facts.** Describe what you observed.
- **Explain the impact.** Show why it matters.
- **Ask and listen.** Make room for their perspective.
- **Agree on next steps.** Decide who will do what and when.
- **Follow through.** Check progress and offer support.

What truth or expectation do I need to share directly and respectfully?

WEEK 48

PROVIDE CLARITY WITH KINDNESS

INTENTIONALITY

SPEAK DIRECTLY AND KINDLY.

This week, choose a conversation you have delayed or softened. Prepare the expectation, one or two specific observations, and a respectful question. Speak with the person directly and agree on a next step.



REFLECTION

Where am I withholding clarity to avoid discomfort? What does the other person need to know? How can I say it directly while honoring their dignity?

SOME IDEAS TO GET YOU STARTED

- **Prepare the facts.** Separate observation from assumption.
- **State the standard.** Explain what is expected.
- **Ask for perspective.** Listen before deciding.
- **Agree on action.** Name the next step and owner.
- **Seta check-in.** Return to the conversation soon.

Clarity gives people a fair chance to succeed.



THIS WEEK'S INTENTIONALITY COMMITMENT

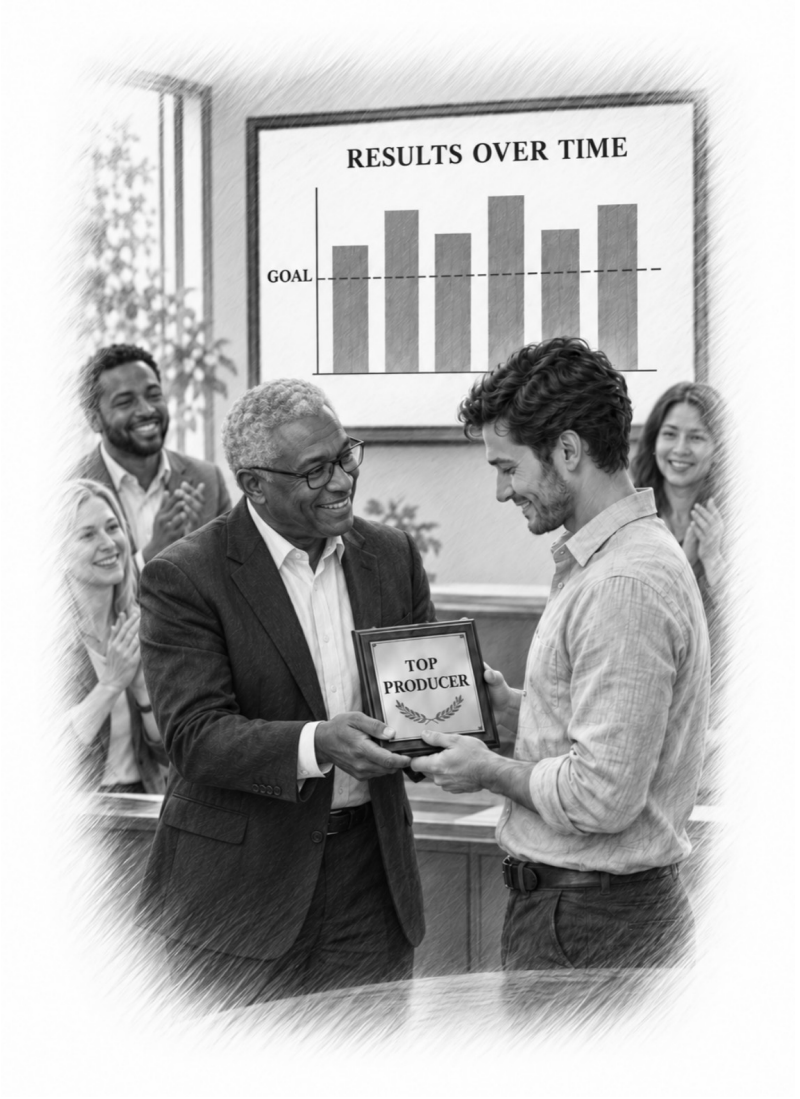
With whom will I speak directly?

What expectation will I make clear?

What next step and check-in will we agree on?

WEEK 49

TURN WORDS INTO RESULTS



WEEK 49

TURN WORDS INTO RESULTS

HERBISM #105

WORDS MAKE A PROMISE.

Results show whether we kept it.

Grand statements can sound convincing in a meeting. When no action follows, people learn that a promise does not necessarily mean anything will change. Choose your words carefully. Own the commitments you make, and let your results give them meaning.

SAY WHAT YOU WILL DO. THEN DO IT.

WEEK 49

TURN WORDS INTO RESULTS

LET RESULTS BACK YOUR WORDS.

It is easy to make a bold commitment when everyone is listening. The real test comes after the meeting, when the work is harder than expected and no one is applauding. Empty promises erode trust; delivered results strengthen it.

A leader takes responsibility for both the words spoken and the outcome produced. Be clear about the result, the owner, and the deadline. Make the work visible, address obstacles, and return with evidence of progress. If circumstances change, speak up early and reset the commitment honestly.

One good result can happen by chance. Consistently delivering above the standard shows a repeatable commitment. Celebrate achievement, then ask which habits and actions made it possible again and again.

Turn a commitment into results by:

- **Naming the result.** Describe what success looks like.
- **Setting a measure.** Make progress visible to the team.
- **Assigning ownership.** Say who will do what and when.
- **Doing the work.** Give the promise time and effort.
- **Reporting honestly.** Share progress and obstacles early.
- **Repeating success.** Build habits that last beyond one win.

Which promise needs evidence of progress from me this week?

WEEK 49

TURN WORDS INTO RESULTS

INTENTIONALITY

KEEP THE PROMISE.

This week, revisit one commitment you made to your team. Define the result, check your progress against it, and take the next action that moves your words toward a measurable outcome.



REFLECTION

What have I said I would do? What result can others see so far? Where have I allowed words to stand in for action?

SOME IDEAS TO GET YOU STARTED

- **Review a promise.** Name an open commitment.
- **Define the goal.** Choose a visible measure.
- **Check the facts.** Compare results to your words.
- **Remove an obstacle.** Help the work move forward.
- **Report back.** Show progress and own the gap.

Trust grows when the promised result shows up.



THIS WEEK'S INTENTIONALITY COMMITMENT

Which commitment will I fulfill?

What result will show it is done?

What action will I take, and by when?

WEEK 50

REJECT THE ILLUSION OF STATUS QUO



ON PURPOSE. WITH PURPOSE. FOR A PURPOSE.

WEEK 50

REJECT THE ILLUSION OF STATUS QUO

HERBISM #99

STATUS QUO IS AN ILLUSION.

A steady course requires constant correction. A pilot who ignores a crosswind will drift off course, even while holding the controls steady. Teams drift, too, as people, needs, and conditions change. Keep the destination in view. Check where you are, then adjust the plan to keep moving toward it.

PAY ATTENTION. MAKE THE ADJUSTMENT.

WEEK 50

REJECT THE ILLUSION OF STATUS QUO

KEEP CHECKING YOUR COURSE.

A team can be busy, follow its familiar routines, and still lose ground. Customer expectations shift. Processes wear down. Small problems grow when no one notices them. What worked at the start of a plan may need to change as conditions change.

Think of a pilot facing a crosswind. Holding the controls in the same position is no guarantee of reaching the destination. The pilot compares the intended course with the actual position, then makes a correction. Leaders must do the same with their teams.

Keep the purpose and desired outcome clear. Review actual results and listen to what people are seeing. Adjust the plan, support, or process as needed, then check again. Movement toward the goal takes continued attention.

Lead through changing conditions by:

- **Name the destination.** Keep the outcome visible.
- **Check the instruments.** Review results and signals.
- **Notice the drift.** Identify where reality differs.
- **Listen to the team.** Invite what they are seeing.
- **Correct the course.** Change what is not working.
- **Check again.** See whether the adjustment helped.

Where am I assuming we are on course without checking where we really are?

WEEK 50

REJECT THE ILLUSION OF STATUS QUO

INTENTIONALITY

CHECK THE COURSE. MAKE A CORRECTION.

This week, choose one team goal or process you have assumed is on track. Compare the intended result with what is actually happening. Make one adjustment and set a time to check its effect.



REFLECTION

Where have I mistaken familiar activity for progress? What changed around us? What evidence shows whether we are moving toward our goal?

SOME IDEAS TO GET YOU STARTED

- **Revisit the goal.** Restate the intended outcome.
- **Look at results.** Compare reality with the plan.
- **Ask the team.** Hear what has changed.
- **Adjust one thing.** Try a specific correction.
- **Follow up.** See whether the change worked.

Progress requires attention and adjustment.



THIS WEEK'S INTENTIONALITY COMMITMENT

What goal or process will I check?

What evidence will I review?

What will I adjust, and when will I check again?

WEEK 51

LEAD THROUGH CHANGE



ON PURPOSE. WITH PURPOSE. FOR A PURPOSE.

WEEK 51

LEAD THROUGH CHANGE

HERBISM #10

CHANGE THE PLAN. KEEP THE PURPOSE.

The storm may change the round, but not the reason we came together.

The foursome cannot play golf in the storm. They can still enjoy one another's company. A changed plan can open another way to fulfill the purpose. Acknowledge what changed. Invite new ideas. Choose the next useful action and bring the team with you.

EMBRACE THE CHANGE.
MOVE FORWARD TOGETHER.

WEEK 51

LEAD THROUGH CHANGE

EMBRACE CHANGE. ADJUST THE APPROACH.

Four friends arrive for a round of golf, only to find a storm has closed the course. They could spend the day complaining about what they lost. Instead, they play cards in the clubhouse and enjoy the time they wanted together. The plan changed; the purpose did not.

Change often interrupts a familiar way of working. A leader can acknowledge the disappointment without getting stuck in it. Name what is different, remember what still matters, and invite the team to find another way forward. People are more willing to adapt when they can help shape the response.

Embracing change does not mean every change is easy or welcome. It means accepting the reality in front of you and acting constructively. Perseverance holds firmly to the purpose while remaining flexible about the method.

Help the team make the turn by:

- **Name the change.** Say clearly what is different.
- **Honor the loss.** Allow honest disappointment.
- **Restate the purpose.** Keep what matters in view.
- **Invite ideas.** Ask others how to adapt.
- **Try anew way.** Choose a practical next step.
- **Keep learning.** Refine as the team moves ahead.

What changed, and how can I help the team move forward from here?

WEEK 51

LEAD THROUGH CHANGE

INTENTIONALITY

TURN TOWARD THE NEW REALITY.

This week, identify one change affecting your team. Acknowledge it openly, restate the purpose, and invite the team to help choose a useful new approach. Take the first step together.



REFLECTION

What change have I been resisting or wishing away? What part of our original purpose still matters? How might this change create a new opportunity?

SOME IDEAS TO GET YOU STARTED

- **Say what changed.** Describe the new reality plainly.
- **Listen first.** Hear what people may be losing.
- **Keep the purpose.** Name what still matters.
- **Ask for options.** Let the team suggest a path.
- **Take one step.** Try, learn, and keep moving.

The plan can change while the purpose endures.



THIS WEEK'S INTENTIONALITY COMMITMENT

What change will I acknowledge?

What purpose will I reaffirm?

What new action will we take together?

WEEK 52

COMMIT TO THE JOURNEY



ON PURPOSE. WITH PURPOSE. FOR A PURPOSE.

WEEK 52

COMMIT TO THE JOURNEY

HERBISM #85

COMMIT TO THE JOURNEY.

The choice to lead is a beginning. Keep growing, and invite others along.

Leadership grows through the choices you make again and again. Practice what you have learned, accept new responsibility, and stay open to feedback.

Commit to a worthwhile purpose. Make the path clear, then invite others to choose the journey.

KEEP GROWING. BRING OTHERS ALONG.

WEEK 52

COMMIT TO THE JOURNEY

THE JOURNEY CONTINUES.

At the start, you stood at a fork in the road and chose a direction. Fifty-two weeks later, you are ready to invite others into the journey. Leadership is not a destination you reach once. It is a series of choices to learn, serve, act, and help people move from here to there.

The commitment can deepen from here. Take responsibility for a harder problem. Practice the skills that still stretch you. Ask for honest feedback and use it. Be clear about the purpose and direction, then invite others to contribute their judgment and effort. People choose whether to join you; earn their trust as you travel together.

Your next chapter begins with a specific choice. Name the responsibility you are ready to accept, the habit you will strengthen, and the people you can invite into a worthwhile mission. Then take the first step and keep going.

Deepen your commitment by:

- **Choose a stretch.** Accept meaningful responsibility.
- **Keep learning.** Study what the work asks of you.
- **Practice deliberately.** Turn insight into habits.
- **Seek feedback.** Listen, adjust, and improve.
- **Clarify the path.** Make purpose and direction clear.
- **Invite others.** Give people a real choice to join.

What greater commitment will I make to the leader I am becoming?

WEEK 52

COMMIT TO THE JOURNEY

INTENTIONALITY

MAKE THE NEXT COMMITMENT.

Choose one way to deepen or expand your leadership in the coming season. Name the responsibility, the skill you will practice, and the people you will invite. Put your first step on the calendar.



REFLECTION

How have I grown over these 52 weeks? Where am I still holding back? Who could benefit if I commit more fully?

SOME IDEAS TO GET YOU STARTED

- **Choose a stretch.** Take on a harder problem.
- **Name a skill.** Practice it intentionally.
- **Ask for feedback.** Learn where to adjust.
- **Share the purpose.** Make the direction clear.
- **Invite others.** Welcome their contribution.

The next step is yours to choose.



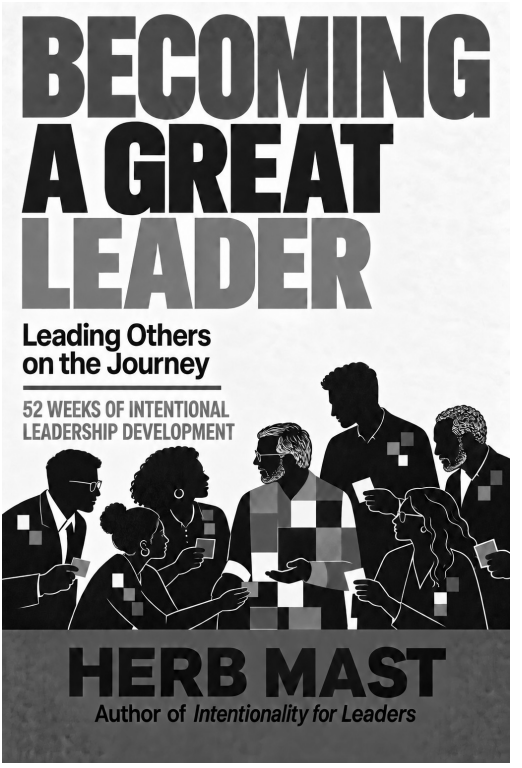
THIS WEEK'S INTENTIONALITY COMMITMENT

What leadership commitment will I make?

How will I grow or expand my responsibility?

Whom will I invite, and what is my first step?

If you have found this handbook helpful in your leadership journey, I invite you to take the next step towards becoming a Great Leader through my book:



Available 2027

ACKNOWLEDGMENTS

Leaders are like cooks and life's principles are like ingredients formulated into recipes.

Very little is ultimately original. Everything is discovered, repurposed, and served up a little differently.

Similarly, life's principles are discovered through our own journeys and the recipes we formulate are the result of our various observations along the way.

That is why none of us can take credit for the reflections and perspectives that we share. They are merely a function of our own experiences. Nothing we share is original, rather an interpretation of a life principle and a belief we have internalized as to how it applies in a given situation.

This means that ultimately God is the only one who should get credit for the books and lessons we share. He is the one who created the universe and imparts the principles of leadership to us and helps us gain the conviction that if we apply the principles humbly and honestly we will reap a better result than if we rely on our own vices.

I learned early in my leadership journey that leaders are readers. As a result of that revelation I have read hundreds of leadership books and gleaned many ingredients from others that have allowed me to offer up this recipe presented in the format of a handbook to help aspiring leaders understand what leadership is and how leadership is shaped and developed for the benefit of others.

Thanks to the many authors and influencers who took the time to share their own recipes and revelations for the benefit of others. In the process we all play a role in shaping history.

ABOUT HERB MAST



Herb Mast is an author, influencer, and leadership coach.

He envisions a world in which people go to work inspired, eagerly employ their talents and efforts in a safe and supportive environment, and go home at the end of the day with a sense of fulfilment for the contribution they were able to make.

He writes about intentional leadership as a way to share principles and perspectives with other aspiring leaders so they can continue the work of making the world a better place for others while achieving better outcomes.

He has spent many years working with leaders and teams in diverse industries, but now focuses largely on the automotive industry to help overcome the significant dysfunction he has both observed and experienced.

His work challenges leaders to align what they believe, what they say, and what they do with the principles that ultimately determine outcomes.

He is the author of Intentionality for Leaders, in which he shares why and how some people, teams, and leaders achieve more and how you can too.

In Leaders Are Made, Not Born, he invites aspiring leaders to choose the true work of leadership and practice it week by week.

ALSO BY HERB MAST

Intentionality for Leaders

COMING NEXT IN THE SERIES

Becoming a Great Leader

LEADERSHIP IS A CHOICE… ANYBODY CAN MAKE.

Leadership is not reserved for people who seem born to it. Anybody can become a leader, even a great leader, by choosing to take responsibility and intentional actions on purpose, with purpose, and for a purpose.

In this 52-week journey, Herb Mast helps aspiring leaders understand what leadership asks of them, lead themselves, build trust with people, and move a team from here to there.

Each week pairs an illustration with a Herbism, a practical development page, and an Intentionality commitment that turns insight into practice.

CHOOSE. LEARN. APPLY. PRACTICE. GROW.

ABOUT THE AUTHOR

Herb Mast is the author of Intentionality for Leaders and has spent years helping leaders and teams practice intentional leadership.