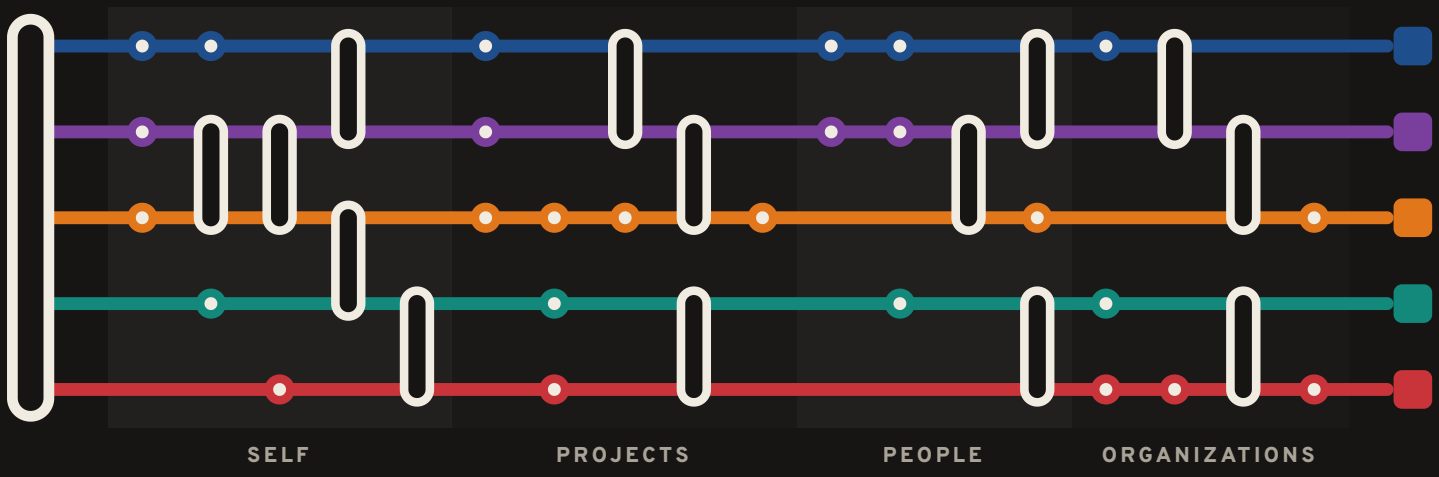
MOTORBLOOM

Four Zones, Five Lines

A Transit Map of Leadership

THE STATION ATLAS

Forty skills. Forty real leaders. Find your station and ride.



Find your station.
Ride a line.
Change when you need to.

Ethics · Intuition · Tempo
Curiosity · Synthesis
THE FIVE LINES

Forty stations.
Four zones.
One loop.

"There is no end of the line. Only the next station."

CHRIS A. PIAZZA

© 2026 DEVELOPING VISION, LLC

MOTORBLOOM

Four Zones, Five Lines

A Transit Map of Leadership

THE STATION ATLAS

CHRIS A. PIAZZA

Four Zones, Five Lines: A Transit Map of Leadership
The Station Atlas

© 2026 Developing Vision, LLC. All rights reserved. No part of this book may be reproduced in any form without written permission from the publisher, except for brief quotations in reviews.

Published by Motorbloom, an imprint of Developing Vision, LLC.
First edition, 2026.

About the stories. The leader stories in this book are short summaries of events reported in public sources, written in the author's own words and checked against the sources listed at the back. The people and organizations named are not affiliated with this book and have not endorsed it. Company and product names are trademarks of their respective owners.

This book offers general ideas about leadership. It is not legal, financial, medical or other professional advice.

Set in Overpass and Fraunces, both under the SIL Open Font License.

BEFORE YOU BOARD

How to ride this map

This isn't a book to read front to back. It's a transit map. Find where you are, ride where you need to go, and change lines when you need a different muscle.

FOUR ZONES

Your scope grows as you ride outward: Self, Projects, People, Organizations. Most leaders work in more than one zone at once.

FIVE LINES

Each line is a muscle, and every line runs through all four zones. Ride one and you train that muscle in every kind of work.

E **Ethics** I **Intuition** T **Tempo** C **Curiosity** S **Synthesis**

FORTY STATIONS

One skill each. Fourteen are interchanges, where a single skill trains two muscles at once.

FOUR WAYS TO RIDE

1 Start with a problem

Find the station that names what you're stuck on, and start there.

2 Ride a line

Pick the muscle you want to build and visit every station on its line, in order.

3 Change at an interchange

When one station isn't enough, switch to the line that meets it there.

4 Take the loop

When something cracks, board the Legacy Loop. It brings you back to the start, one level deeper.

EVERY STATION GIVES YOU

- The trap
- The move
- A real leader
- A question to ask yourself
- Something to try for a month
- Your transfers

THE FIVE LINES

Five muscles

Every skill on the map rides at least one of these. Train them on purpose and the skills follow.

E

Ethics line · 10 stations

What matters when everything can be optimized?

Your compass. Doing the right thing when the shortcut is right there.

I

Intuition line · 13 stations

What do I know beyond the data?

Reading people and situations, and trusting what you know beyond the data.

T

Tempo line · 13 stations

What pace serves clarity?

Choosing the pace: when to move fast, when to slow down, when to stop.

C

Curiosity line · 9 stations

What else might be true?

Asking what else might be true, and learning faster than things change.

S

Synthesis line · 9 stations

What connects the dots?

Connecting the dots so other people can see the picture and act on it.

STATIONS ON EACH LINE, IN ORDER

E

Integrity · Own It · Be Real · Serve the Customer · Build the Team · Include Everyone · Serve in the Open · Light the Fire · Set the Vision · Shape the Culture

I

Connect · Know Yourself · Decide · Be Real · Negotiate & Resolve · Build the Team · Take the Leap · Listen First · Read the Politics · Show Up · Light the Fire · Shape the Culture · Lead the Change

T

Run Your Day · Know Yourself · Decide · Bend, Don't Break · Run the Room · Plan & Deliver · Draw the Line · Take the Leap · Hand It Off · Show Up · Lead at a Distance · Lead the Change · Design the Org

C

Keep Learning · Bend, Don't Break · Check Your Lens · Solve It · Read the Data · Grow People · Switch Hats · Read the Horizon · Build What's Next

S

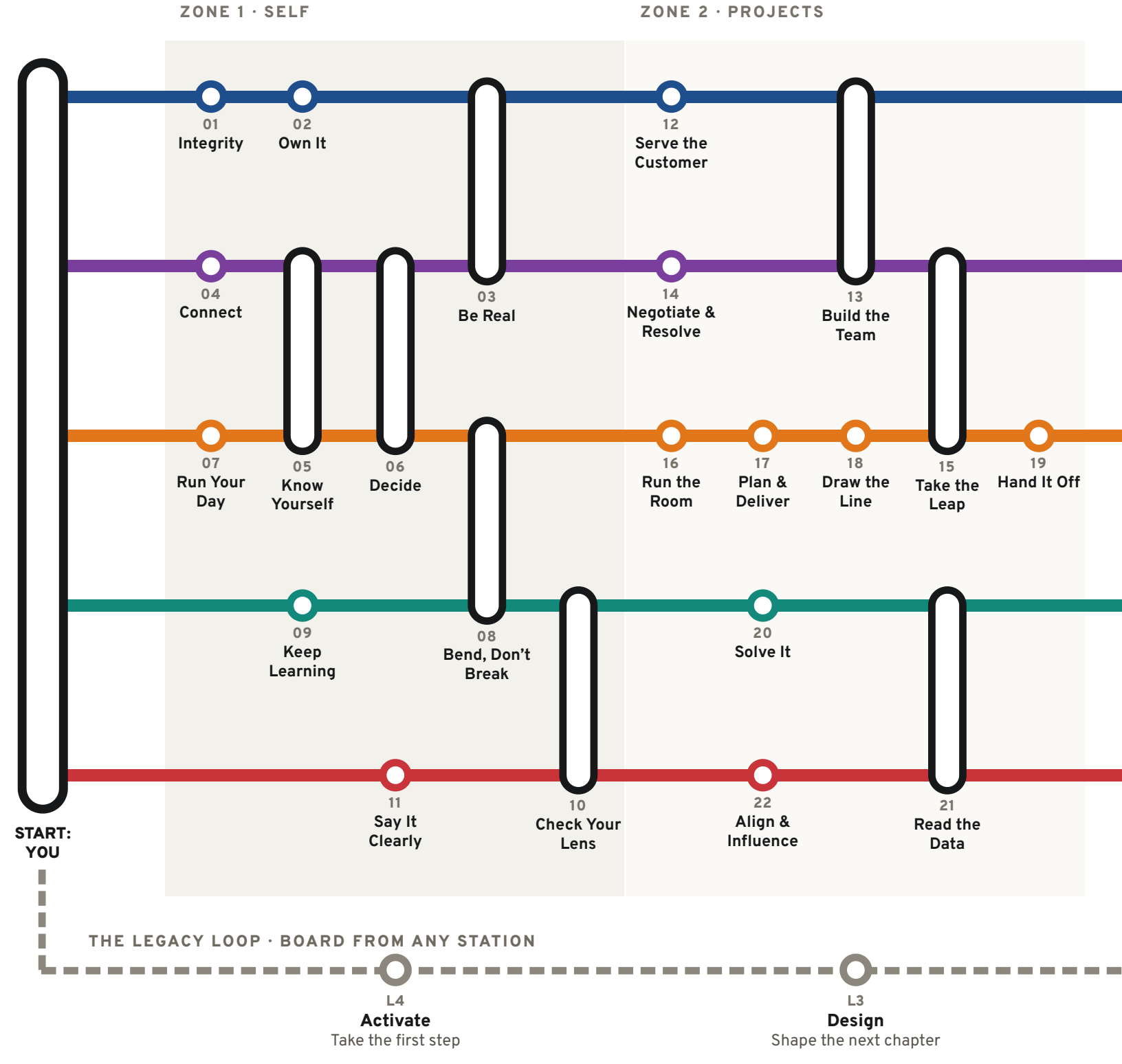
Say It Clearly · Check Your Lens · Align & Influence · Read the Data · Switch Hats · Know the Numbers · Make the Strategy · Build What's Next · Merge & Integrate

Outlined An interchange: the same station sits on two lines.

MOTORBLOOM · THE SYSTEM MAP

Four Zones, Five Lines

Start with yourself, ride outward, and change lines when you need a different muscle. Numbers match the station pages.



THE LEGACY LOOP · BOARD FROM ANY STATION

L4
Activate
Take the first step

L3
Design
Shape the next chapter

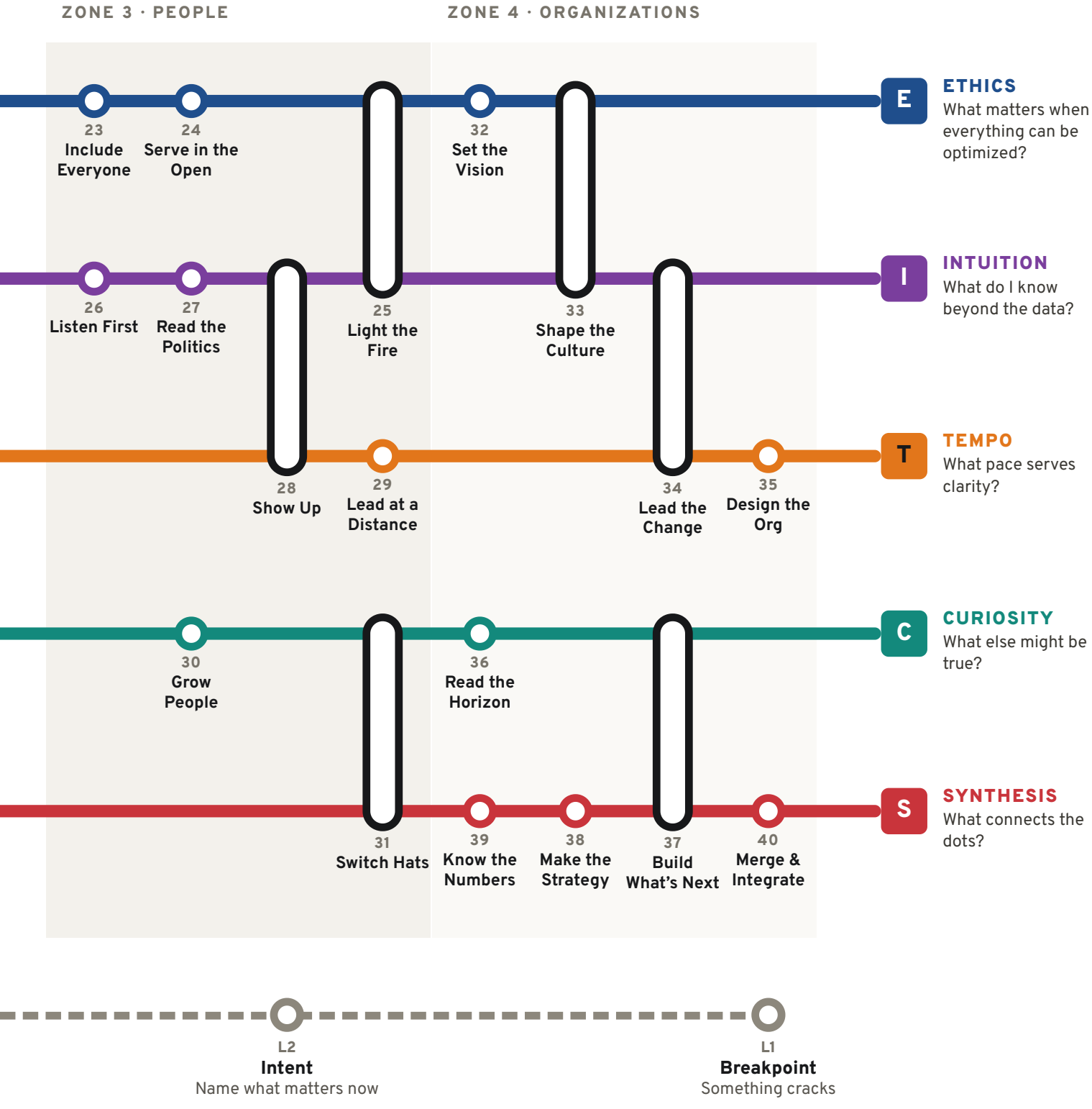
Station · one skill, one spread

Interchange · one skill that trains two muscles

Zone · where your scope grows

Legacy Loop · the way back after a breakpoint

40 stations · 14 interchanges · 4 zones · 1 loop



STATION INDEX

Every stop, every leader

E Ethics · I Intuition · T Tempo · C Curiosity · S Synthesis

ZONE 1 · 01–11

Self · Lead yourself

01 **Integrity** E
Frances Oldham Kelsey (FDA)

02 **Own It** E
Dwight D. Eisenhower

03 **Be Real** E I
Brian Chesky (Airbnb)

04 **Connect** I
Doug Conant (Campbell Soup)

05 **Know Yourself** I T
Abraham Lincoln

06 **Decide** I T
Stanislav Petrov

07 **Run Your Day** T
Atul Gawande (WHO Surgical Safety Checklist)

08 **Bend, Don't Break** T C
Katharine Graham

09 **Keep Learning** C
Grace Hopper

10 **Check Your Lens** C S
Amazon (recruiting tool) CAUTIONARY

11 **Say It Clearly** S
Ronald Reagan

ZONE 2 · 12–22

Projects · Get things done

12 **Serve the Customer** E
Leon Leonwood Bean (L.L. Bean)

13 **Build the Team** E I
Google (Project Aristotle)

14 **Negotiate & Resolve** I
Jimmy Carter at Camp David

15 **Take the Leap** I T
Netflix (Qwikster) CAUTIONARY

16 **Run the Room** T
Shopify

17 **Plan & Deliver** T
Berlin Brandenburg Airport CAUTIONARY

18 **Draw the Line** T
Andrew Barnes (Perpetual Guardian)

19 **Hand It Off** T
Horatio Nelson

20 **Solve It** C
M-Pesa (Safaricom and Vodafone)

21 **Read the Data** C S
Florence Nightingale

22 **Align & Influence** S
Frances Perkins

ZONE 3 · 23–31

People · Lead others

23 **Include Everyone** E
Hamdi Ulukaya (Chobani)

24 **Serve in the Open** E
Alan Mulally (Ford)

25 **Light the Fire** E I
Indra Nooyi (PepsiCo)

26 **Listen First** I
Toby Cosgrove (Cleveland Clinic)

27 **Read the Politics** I
Anne Mulcahy (Xerox)

28 **Show Up** I T
Gen. Matthew Ridgway

29 **Lead at a Distance** T
Robert Wood Johnson (J&J)

30 **Grow People** C
Bill Campbell

31 **Switch Hats** C S
Frances Hesselbein (Girl Scouts)

ZONE 4 · 32–40

Organizations · Steer the whole

32 **Set the Vision** E
Konosuke Matsushita (Panasonic)

33 **Shape the Culture** E I
Wells Fargo CAUTIONARY

34 **Lead the Change** I T
Jørgen Vig Knudstorp (LEGO)

35 **Design the Org** T
Alfred P. Sloan (General Motors)

36 **Read the Horizon** C
Pierre Wack (Shell)

37 **Build What's Next** C S
Dr. G. Venkataswamy (Aravind Eye Hospital)

38 **Make the Strategy** S
Southwest Airlines

39 **Know the Numbers** S
Wirecard CAUTIONARY

40 **Merge & Integrate** S
Bob Iger (Disney and Pixar)

THE LEGACY LOOP

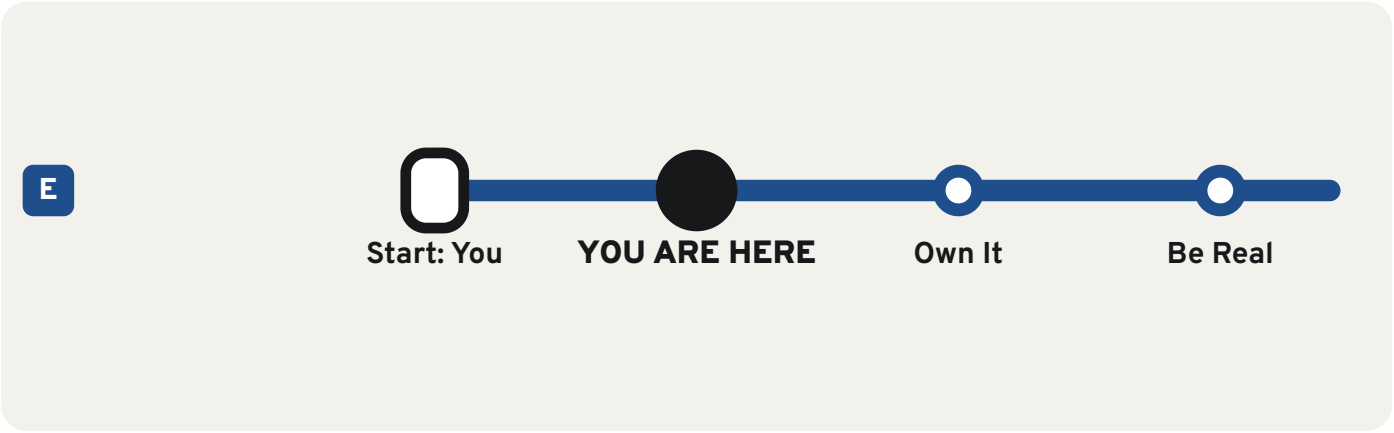
The way back · four stops

L1 **Breakpoint** L
Simone Biles

L2 **Intent** L
Yvon Chouinard (Patagonia)

L3 **Design** L
Shigetaka Komori (Fujifilm)

L4 **Activate** L
Arianna Huffington



Integrity

ETHICS LINE

Do what you said, especially when no one would ever find out.

THE TRAP

Bending a small rule for a good reason, then a slightly bigger one. Nobody decides to lose their integrity. They lose it in installments.

THE MOVE

Before a hard call, ask two things: could I explain this to the person it affects most, and would I mind it being public?

FROM THE FIELD

FROM HISTORY 1960–62

Frances Oldham Kelsey (FDA)

In her first month as an FDA reviewer she was handed thalidomide, already sold in more than 20 countries. Under a year of company pressure she kept refusing it for lack of safety evidence. It was never sold in the US.

She had every reason to approve it and one reason not to. The one reason was enough.

Source: FDA History Office

ASK YOURSELF

Where am I telling myself “just this once”?

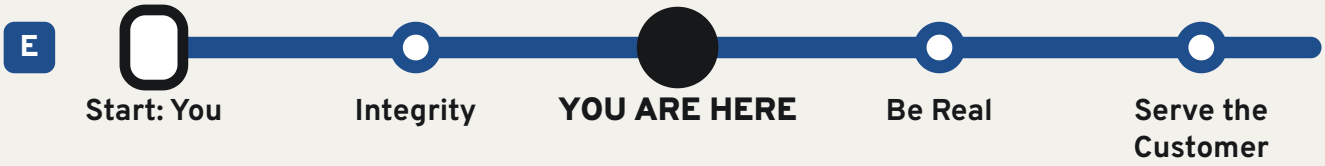
TRY THIS FOR A MONTH

Keep a promise log. Every commitment you make, and whether you kept it on time. Share the score with one person you trust.

TRANSFERS

E Comes from **Start: You** · on to **Own It**

Change to the Intuition line at **Be Real**.



Own It

ETHICS LINE

When it’s yours, say so first, before anyone has to ask.

THE TRAP

Explaining before owning. Your first sentence after a miss tells everyone whether you’ll protect them or yourself.

THE MOVE

Lead with “That’s on me.” Then what happened. Then what changes. Keep that order.

FROM THE FIELD

FROM HISTORY 1944

Dwight D. Eisenhower

The day before D-Day he wrote a statement to release if the landings failed, ending with the line that any blame or fault was his alone. He crossed out “this particular operation” and wrote “my decision.”

He owned the outcome before he knew what it would be.

Source: National Archives

ASK YOURSELF

What am I quietly hoping someone else will pick up?

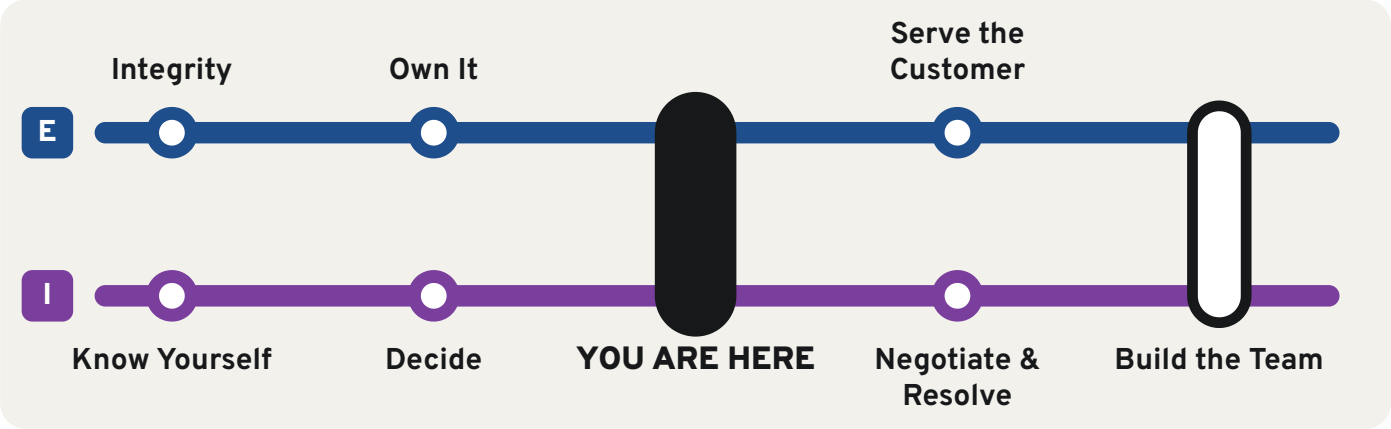
TRY THIS FOR A MONTH

In every review or retro, name one thing you could have done differently before anyone else speaks.

TRANSFERS

E Back to **Integrity** · on to **Be Real**

Change to the Intuition line at **Be Real**.



Be Real

ETHICS + INTUITION INTERCHANGE

Let people see the person making the decisions, not just the decisions.

THE TRAP

Performing a confidence you don't feel, or sharing feelings to win sympathy. Both are about you, and people can tell.

THE MOVE

Say what's true, what you don't know yet and what happens next. Then stop talking and take the questions.

FROM THE FIELD

FROM TODAY 2020

Brian Chesky (Airbnb)

With travel collapsing in the pandemic, he told staff plainly that about 1,900 people, a quarter of the company, would leave. He explained how the cuts were chosen and set out severance, a year of US health cover and a public directory to help them find new jobs.

The layoffs were unavoidable. How he told people, and what he gave them, was a choice.

Source: Airbnb Newsroom (full letter)

ASK YOURSELF

What do my people already know that I'm pretending they don't?

TRY THIS FOR A MONTH

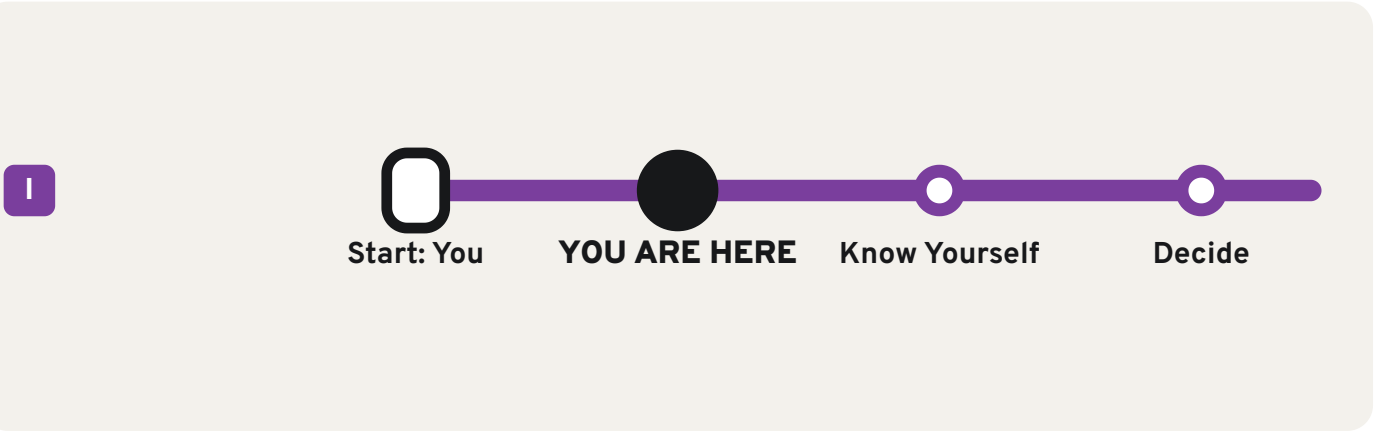
Once a week, tell your team one thing you've decided and one thing you're still unsure about.

TRANSFERS

E Back to **Own It** · on to **Serve the Customer**

I Back to **Decide** · on to **Negotiate & Resolve**

Ethics and Intuition meet again at **Build the Team** in Zone 2.



Connect

INTUITION LINE

Build relationships before you need them.

THE TRAP

Reaching out only when you want something. People can tell a relationship from a transaction.

THE MOVE

Notice something specific someone did, and tell them. Specific beats warm, every time.

FROM THE FIELD

FROM TODAY 2001–11

Doug Conant (Campbell Soup)

As CEO he wrote 10 to 20 handwritten notes a day thanking people for specific results: about 30,000 over ten years, in a company of 20,000 people.

Specific thanks, every day, for a decade. That's how one person connects with a whole company.

Source: strategy+business interview

ASK YOURSELF

Who would I call in a crisis, and when did I last talk to them for no reason?

TRY THIS FOR A MONTH

Send three short, specific thank-you notes a week. Handwritten if you can manage it.

TRANSFERS

I Comes from **Start: You** · on to **Know Yourself**

Change to the Tempo line at **Know Yourself**.



Know Yourself

INTUITION + TEMPO INTERCHANGE

Know what sets you off, and catch it before it reaches anyone else.

THE TRAP

Mistaking a strong feeling for a sound judgment, and hitting send.

THE MOVE

Write the angry email. Don't send it. Read it tomorrow and decide if it's still true.

FROM THE FIELD

FROM HISTORY 1863

Abraham Lincoln

Furious that General Meade let Lee's army escape after Gettysburg, he wrote him a scorching letter, then filed it away, marked never sent or signed.

He had every right to send it. Knowing himself, he filed it instead.

Source: American Battlefield Trust

ASK YOURSELF

Which situations bring out the worst in me, and do I walk into them unprepared?

TRY THIS FOR A MONTH

Note every time you lose your composure: what happened just before, what time it was, how tired you were. Look for the pattern.

TRANSFERS

I Back to **Connect** · on to **Decide**

T Back to **Run Your Day** · on to **Decide**

Intuition and Tempo meet again at **Decide** in Zone 1.



Decide

INTUITION + TEMPO INTERCHANGE

Make the call with what you know, at the speed the moment actually needs.

THE TRAP

Waiting for a certainty that is never coming. Or the opposite: deciding at machine speed because a dashboard turned red.

THE MOVE

Before you open the numbers, write down your gut call. Then ask: does this have to be decided today? Set a deadline. Keep it.

FROM THE FIELD

FROM HISTORY 1983

Stanislav Petrov

On duty when Soviet satellites reported five US missiles inbound, he judged it a false alarm, since a real first strike would not be five missiles, and reported a malfunction instead of an attack.

The system said attack. His judgment said five missiles made no sense. He trusted the judgment, and fast.

Source: BBC News

ASK YOURSELF

What am I putting off deciding, and what would I need to know to decide it by Friday?

TRY THIS FOR A MONTH

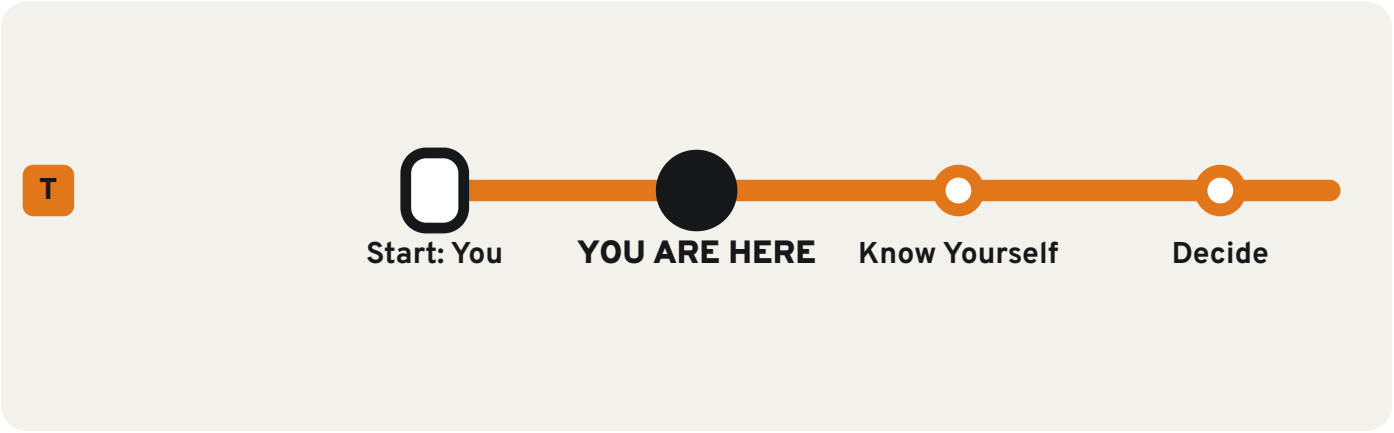
Keep a two-column log: your gut call, and what the data said. Note which one was right. You'll learn how far to trust each.

TRANSFERS

I Back to **Know Yourself** · on to **Be Real**

T Back to **Know Yourself** · on to **Bend, Don't Break**

Intuition and Tempo meet again at **Take the Leap** in Zone 2.



Run Your Day

TEMPO LINE

Spend your hours on purpose, starting with the first one.

THE TRAP

Letting the inbox write your agenda. A day can be completely full and still be empty.

THE MOVE

Before you open email, pick the three things that would make today a win. Build a short routine that protects them.

FROM THE FIELD

FROM TODAY 2007–08

Atul Gawande (WHO Surgical Safety Checklist)

His team brought a two-minute, 19-item checklist into operating rooms in eight cities. Not every team wanted it, but deaths fell from 1.5% to 0.8% and complications from 11% to 7%.

Not every team wanted a two-minute list. Deaths fell anyway. Routine is not beneath you.

Source: New England Journal of Medicine

ASK YOURSELF

What do I do every day that I'd never choose if I planned it?

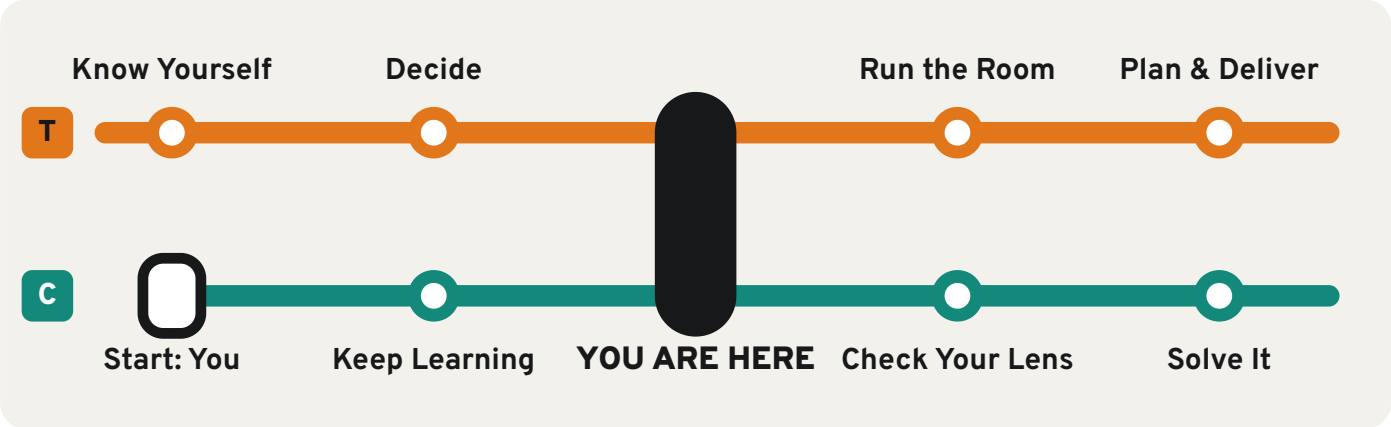
TRY THIS FOR A MONTH

Use a two-minute checklist to start and end each day: what matters today, and did it happen?

TRANSFERS

T Comes from **Start: You** · on to **Know Yourself**

Change to the Intuition line at **Know Yourself**.



Bend, Don't Break

TEMPO + CURIOSITY INTERCHANGE

Absorb the hit, adapt the plan, keep moving.

THE TRAP

Clinging to the old plan because changing it feels like losing. Or rewriting everything at the first push.

THE MOVE

Separate what's fixed (the goal, your values) from what's flexible (the route, the timing). Bend only the second.

FROM THE FIELD

FROM HISTORY 1963

Katharine Graham

Pushed into running The Washington Post after her husband's death, with no executive experience, she grew into the job and later backed the Pentagon Papers and Watergate reporting.

Nothing prepared her for the job. She bent, grew into it, and then made the calls that defined it.

Source: Britannica

ASK YOURSELF

What am I treating as fixed that is really just familiar?

TRY THIS FOR A MONTH

After each setback, write one sentence: what I learned, and what I'll change next time.

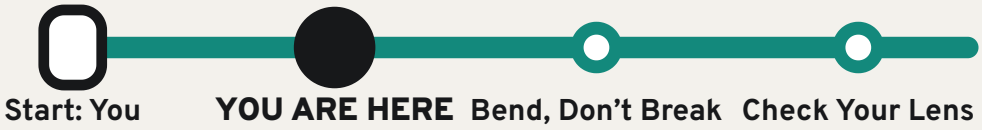
TRANSFERS

T Back to **Decide** · on to **Run the Room**

C Back to **Keep Learning** · on to **Check Your Lens**

This is the only stop where Tempo and Curiosity meet.

C



Keep Learning

CURIOSITY LINE

Stay a beginner on purpose, even when you're the expert in the room.

THE TRAP

Defending what you know because it took so long to learn. Expertise quietly turns into a wall.

THE MOVE

When someone says "that's not how it works," ask "how do we know?" Including when that someone is you.

FROM THE FIELD

FROM HISTORY 1952–59

Grace Hopper

Told that computers could only do arithmetic, she built the first compiler anyway. Then she pushed for programs written in English words; management said that was impossible too. Her FLOW-MATIC led to COBOL.

Everyone knew what computers couldn't do. She kept learning until she proved them wrong.

Source: Yale, Office of the President

ASK YOURSELF

What did I believe five years ago that I've since stopped questioning?

TRY THIS FOR A MONTH

Block one hour a week to learn something outside your field. Tell someone what you learned.

TRANSFERS

C Comes from **Start: You** · on to **Bend, Don't Break**

Change to the Tempo line at **Bend, Don't Break**.



Check Your Lens

CURIOSITY + SYNTHESIS INTERCHANGE

Question your own view before you trust it.

THE TRAP

Assuming the data, the tool or the process is neutral. It carries the blind spots of whoever built it.

THE MOVE

Before a big call, ask: who isn't in this data, and what would someone who disagrees with me see?

FROM THE FIELD

A CAUTIONARY TALE

2014–18

Amazon (recruiting tool)

Amazon built a machine-learning tool to rank job applicants, trained on past résumés that were mostly men's. It learned to mark women down, and the company scrapped it.

The tool learned exactly what it was shown. The question was what it had been shown.

Source: Reuters

ASK YOURSELF

Whose view is missing from my last important decision?

TRY THIS FOR A MONTH

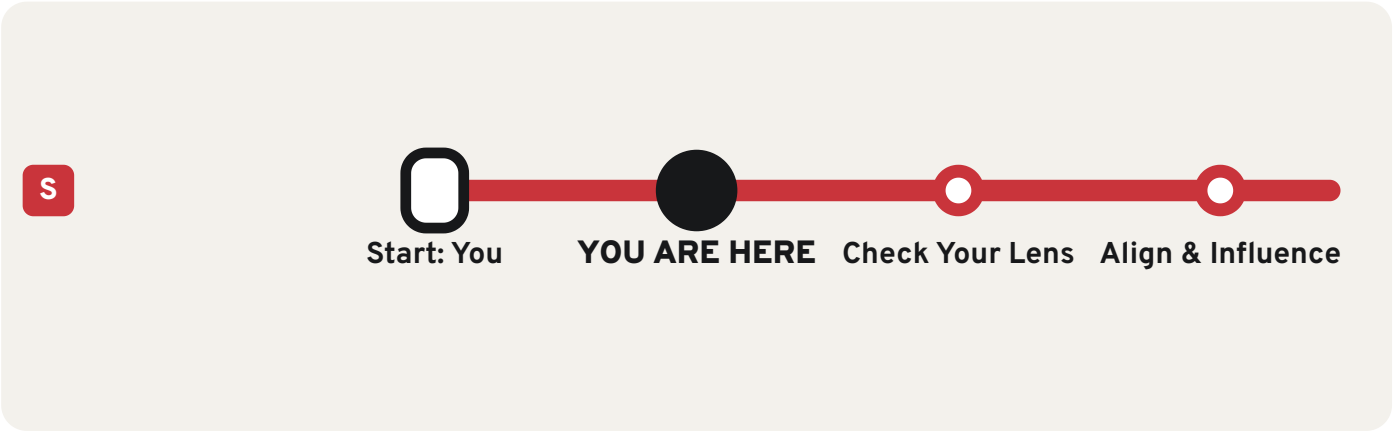
Once a week, take one decision and argue the other side for five minutes, in writing.

TRANSFERS

C Back to **Bend, Don't Break** · on to **Solve It**

S Back to **Say It Clearly** · on to **Align & Influence**

Curiosity and Synthesis meet again at **Read the Data** in Zone 2.



Say It Clearly

SYNTHESIS LINE

Make it short, make it plain, make it land.

THE TRAP

Saying everything, so nothing sticks. Long isn't thorough. It's unfinished.

THE MOVE

Write your point in one sentence before you write anything else. If you can't, you're not ready to present.

FROM THE FIELD

FROM HISTORY 1986

Ronald Reagan

Hours after Challenger broke apart, he postponed the State of the Union and spoke for about four minutes from the Oval Office to a grieving country.

Four minutes, on the worst day. Short was the respectful choice.

Source: Reagan Library transcript

ASK YOURSELF

If they remember one sentence, which one do I want it to be?

TRY THIS FOR A MONTH

Cut every message you send by a third before you send it.

TRANSFERS

S Comes from **Start: You** · on to **Check Your Lens**

Change to the Curiosity line at **Check Your Lens**.



Serve the Customer

ETHICS LINE

Make it right for the people you serve, even when it costs you.

THE TRAP

Measuring customer satisfaction without ever talking to a customer.

THE MOVE

Find the complaint you've been explaining away. Fix it, then tell people you did.

FROM THE FIELD

FROM HISTORY 1912

Leon Leonwood Bean (L.L. Bean)

Ninety of his first hundred pairs of boots came back with the rubber bottoms splitting off. He refunded every buyer, borrowed $400 to fix the design, and built the company on that guarantee.

Ninety failures out of a hundred. He paid every one back, and the promise became the business.

Source: Outdoor Writers Association

ASK YOURSELF

What do my customers put up with that I'd never accept?

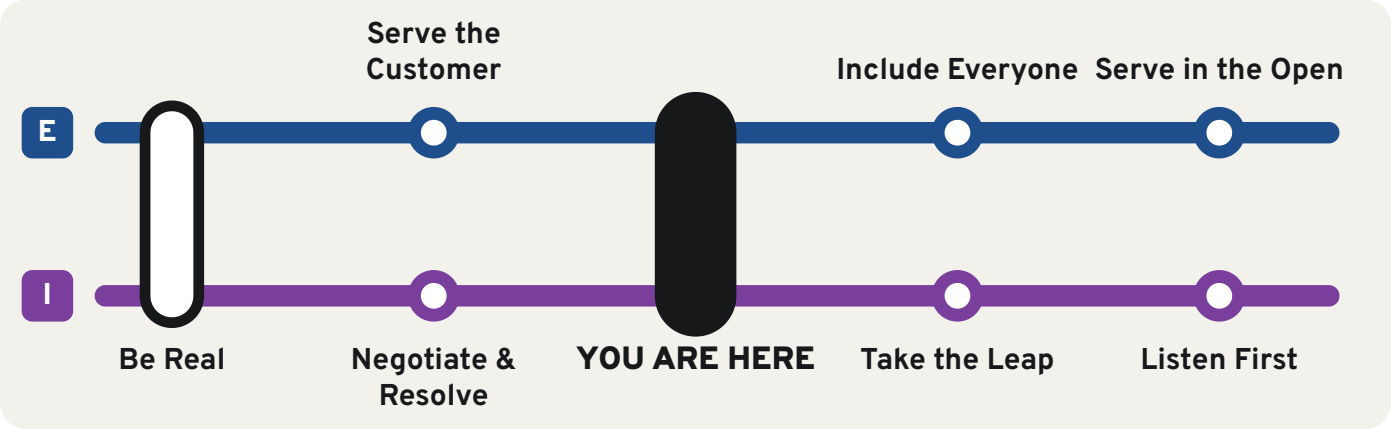
TRY THIS FOR A MONTH

Talk to one customer or end user every week. Ask what annoyed them most.

TRANSFERS

E Back to **Be Real** · on to **Build the Team**

Change to the Intuition line at **Build the Team**.



Build the Team

ETHICS + INTUITION INTERCHANGE

Build a team where people can say the hard thing.

THE TRAP

Hiring a room full of stars and assuming they'll become a team.

THE MOVE

Watch how the team works, not just who's on it. Notice who doesn't speak, and ask them first.

FROM THE FIELD

FROM TODAY 2015

Google (Project Aristotle)

Studying its own teams, Google found who was on a team mattered less than how it worked together, and that feeling safe to speak up mattered most.

Google went looking for the perfect mix of people. It found something simpler: the safety to speak.

Source: Google re:Work

ASK YOURSELF

What would my team need to feel safe telling me I'm wrong?

TRY THIS FOR A MONTH

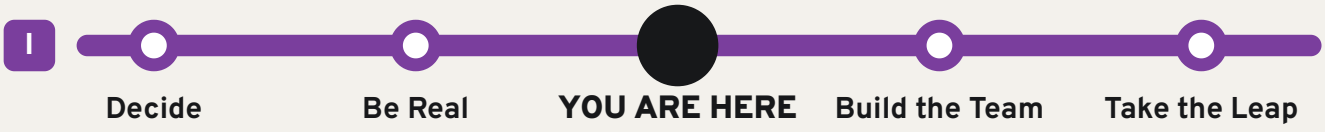
End each team meeting with one question: "What didn't get said?"

TRANSFERS

E Back to **Serve the Customer** · on to **Include Everyone**

I Back to **Negotiate & Resolve** · on to **Take the Leap**

Ethics and Intuition meet again at **Light the Fire** in Zone 3.



Negotiate & Resolve

INTUITION LINE

Find the deal both sides can live with, and the line neither will cross.

THE TRAP

Treating every disagreement as a contest. You can win the point and lose the relationship.

THE MOVE

Ask each side what they need, not what they want. Put one shared draft on the table and work from it.

FROM THE FIELD

FROM HISTORY 1978

Jimmy Carter at Camp David

With Begin and Sadat barely able to sit in one room, Carter worked from one shared draft through 23 revisions over 13 days until both leaders signed.

Two leaders who could barely share a room. One shared draft, revised until both could sign.

Source: Wilson Center

ASK YOURSELF

What does the other side need that costs me less than they think?

TRY THIS FOR A MONTH

Before each tough conversation, write down the other side's best argument, in their words.

TRANSFERS

I Back to **Be Real** · on to **Build the Team**

Change to the Ethics line at **Build the Team**.



Take the Leap

INTUITION + TEMPO INTERCHANGE

Bet when the odds are good enough, not perfect.

THE TRAP

Leaping because standing still feels like losing, then refusing to admit the landing went wrong.

THE MOVE

Size the bet so a miss won't sink you. Set a date to judge it. Be ready to reverse.

FROM THE FIELD

A CAUTIONARY TALE

2011

Netflix (Qwikster)

Raised prices and announced it would split DVD rentals into a separate service. After customer outrage it cancelled the split within weeks, having lost 800,000 US members that quarter.

A big leap that customers rejected. The saving grace: they reversed in weeks, not years.

Source: New York Times

ASK YOURSELF

What's the worst realistic outcome, and could we survive it?

TRY THIS FOR A MONTH

For one big decision, write a pre-mortem: it's a year later and this failed. Why?

TRANSFERS

I Back to **Build the Team** · on to **Listen First**

T Back to **Draw the Line** · on to **Hand It Off**

Intuition and Tempo meet again at **Show Up** in Zone 3.



Run the Room

TEMPO LINE

Meet less, and make the meetings you keep count.

THE TRAP

Recurring meetings that outlive their purpose. Nobody cancels them, because nobody owns them.

THE MOVE

Every meeting gets an owner, a goal and an end time. If it has none of these, it isn’t a meeting.

FROM THE FIELD

FROM TODAY 2023

Shopify

On the first working day of the year, a bot cleared every recurring meeting of three or more people from staff calendars. The company says it freed 322,000 hours.

A blank calendar forces the question every meeting should answer: why are we here?

Source: NPR

ASK YOURSELF

Which of my meetings would anyone miss if it vanished?

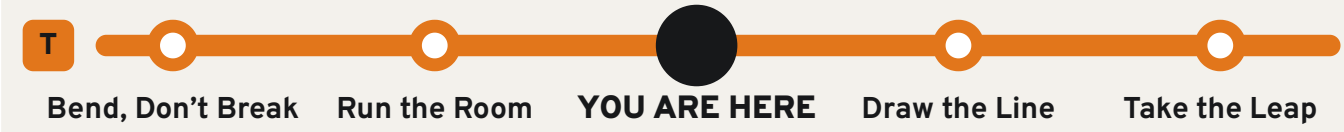
TRY THIS FOR A MONTH

Cancel every recurring meeting for two weeks. Bring back only the ones people ask for.

TRANSFERS

T Back to **Bend, Don't Break** · on to **Plan & Deliver**

Change to the Intuition line at **Take the Leap**.



Plan & Deliver

TEMPO LINE

Plan the work, work the plan, and change the plan only on purpose.

THE TRAP

Changing the design mid-build and hoping the deadline holds.

THE MOVE

Lock the scope before you start. Make every change pass one test: what does this cost in time and money?

FROM THE FIELD

A CAUTIONARY TALE

2006–20

Berlin Brandenburg Airport

Meant to open in 2011, it opened in 2020 after fire-safety failures, design changes mid-build and leadership churn, at about €5.9 billion against a €2 billion start.

Safety failures, changes mid-build and churn at the top added up to nine years and billions.

Source: Reuters

ASK YOURSELF

What's changing on my project that the plan doesn't know about yet?

TRY THIS FOR A MONTH

Give every project a one-line weekly status: on track, at risk or off, and why.

TRANSFERS

T Back to **Run the Room** · on to **Draw the Line**

Change to the Intuition line at **Take the Leap**.



Draw the Line

TEMPO LINE

Protect the time and energy the work depends on.

THE TRAP

Treating always-on as commitment. Tired people make worse decisions, more slowly.

THE MOVE

Say what you will and won't do, and when. Then keep to it, so others can too.

FROM THE FIELD

FROM TODAY 2018

Andrew Barnes (Perpetual Guardian)

Gave all 240 staff a paid day off each week for an eight-week trial, after each team worked out how to cover its own work in four days. Output held, stress fell, and the company made the four-day week permanent.

Less time, same output. Each team drew its own line, and that is why it held.

Source: The Guardian

ASK YOURSELF

What boundary do I ask of my team that I break myself?

TRY THIS FOR A MONTH

Pick one hour a day with no messages and one evening a week with no work. Tell people, then hold it.

TRANSFERS

T Back to **Plan & Deliver** · on to **Take the Leap**

Change to the Intuition line at **Take the Leap**.



Hand It Off

TEMPO LINE

Give away the work and the authority to do it.

THE TRAP

Delegating the task but keeping the decisions, so every call comes back to you.

THE MOVE

Share the goal and the why. Set the limits. Then let go of the how.

FROM THE FIELD

FROM HISTORY 1805

Horatio Nelson

Before Trafalgar he shared his plan with his captains, then told them that if signals could not be seen, no captain could do very wrong by laying his ship alongside an enemy.

He shared the plan, then told his captains what to do when the plan fell apart.

Source: US Naval Institute

ASK YOURSELF

What am I still doing because I like doing it, not because I should?

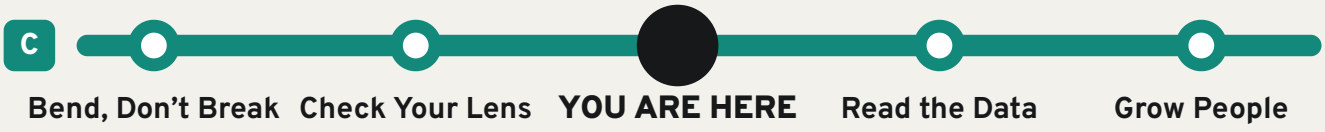
TRY THIS FOR A MONTH

Hand off one thing a week you'd normally keep. Agree when you'll check in, and don't check in sooner.

TRANSFERS

T Back to **Take the Leap** · on to **Show Up**

Change to the Intuition line at **Show Up** in Zone 3.



Solve It

CURIOSITY LINE

Find the real problem before you fix the wrong one.

THE TRAP

Falling in love with your first solution.

THE MOVE

Watch what people actually do, not what they say. The real problem is usually hiding in the workaround.

FROM THE FIELD

FROM TODAY 2005–07

M-Pesa (Safaricom and Vodafone)

A pilot built so microfinance borrowers could repay loans by text showed something else: people were using it to send money to family. The team rebuilt it around sending money home, and it reached two million users in under a year.

They built a loan tool. People used it to send money home. The team followed the people.

Source: FSD Kenya

ASK YOURSELF

What workaround are people using that points to the real problem?

TRY THIS FOR A MONTH

For every problem that lands on you, ask “why?” five times before proposing anything.

TRANSFERS

C Back to **Check Your Lens** · on to **Read the Data**

Change to the Synthesis line at **Read the Data**.



Read the Data

CURIOSITY + SYNTHESIS INTERCHANGE

Turn numbers into a picture people can act on.

THE TRAP

Burying people in charts, or picking the one number that proves what you already think.

THE MOVE

Lead with the one finding that should change a decision. Show it so it's obvious in five seconds.

FROM THE FIELD

FROM HISTORY 1858

Florence Nightingale

Turned Crimean War hospital records into her “rose” diagrams, showing at a glance that far more soldiers died of preventable disease than of wounds.

Pages of records said it. One picture made people see it.

Source: Science Museum

ASK YOURSELF

What decision should this data change, and has it?

TRY THIS FOR A MONTH

Put one line at the top of every report you share: “So what we should do is…”

TRANSFERS

C Back to **Solve It** · on to **Grow People**

S Back to **Align & Influence** · on to **Switch Hats**

Curiosity and Synthesis meet again at **Switch Hats** in Zone 3.



Align & Influence

SYNTHESIS LINE

Get people moving the same way, without needing them to report to you.

THE TRAP

Mistaking agreement in the room for commitment outside it.

THE MOVE

Find out what each person needs in order to say yes. Make the ask clear and early, before the decision, not after.

FROM THE FIELD

FROM HISTORY 1933

Frances Perkins

Before accepting FDR's offer to be Secretary of Labor, she listed the policies she would push for, from a minimum wage to Social Security, and made his support a condition.

She got the commitment before she took the job. Alignment started at the door.

Source: Frances Perkins Center

ASK YOURSELF

Who can block this, and have I asked what they need?

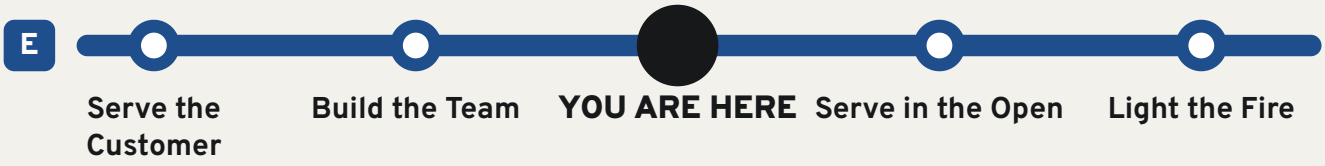
TRY THIS FOR A MONTH

Map your next project: who decides, who influences, who's affected. Talk to one of them a day.

TRANSFERS

S Back to **Check Your Lens** · on to **Read the Data**

Change to the Curiosity line at **Read the Data**.



Include Everyone

ETHICS LINE

Make room for the people who've been left out, and mean it.

THE TRAP

Celebrating diversity on the poster and ignoring it in the hiring.

THE MOVE

Look at who gets hired, heard and promoted. Change one thing that keeps someone out.

FROM THE FIELD

FROM TODAY 2010s

Hamdi Ulukaya (Chobani)

Started hiring refugees at his yogurt plants; about 30% of Chobani's manufacturing workforce are refugees or immigrants.

Inclusion as a hiring practice, not a slogan, kept up until it shaped the whole factory floor.

Source: Stanford GSB

ASK YOURSELF

Who is missing from my team, and what about how we work keeps them away?

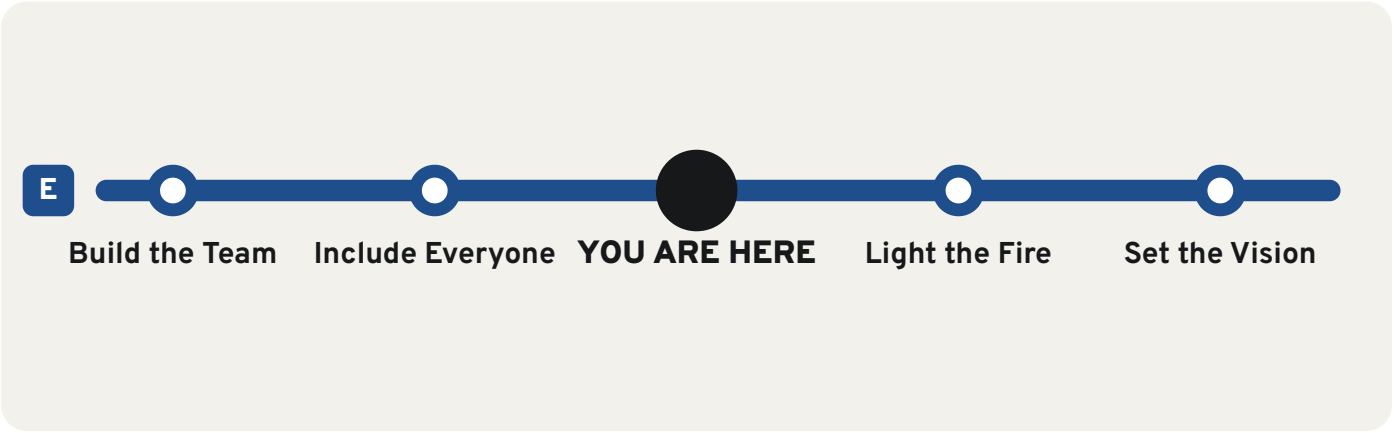
TRY THIS FOR A MONTH

Track who speaks in your meetings for two weeks. Then invite the quietest voices first.

TRANSFERS

E Back to **Build the Team** · on to **Serve in the Open**

Change to the Intuition line at **Light the Fire**.



Serve in the Open

ETHICS LINE

Lead for your people, and let them see how you do it.

THE TRAP

Saying “my door is always open” while punishing the bad news that walks through it.

THE MOVE

Reward the first person who shows you a problem. Everyone is watching what happens to them.

FROM THE FIELD

FROM TODAY 2006

Alan Mulally (Ford)

Facing a $17 billion loss in a meeting where every status chart was green, he applauded the first executive brave enough to show red, and the room turned to helping fix it.

A $17 billion loss and a room full of green charts. He clapped for the first red one.

Source: Lean Enterprise Institute

ASK YOURSELF

What happened the last time someone brought me bad news?

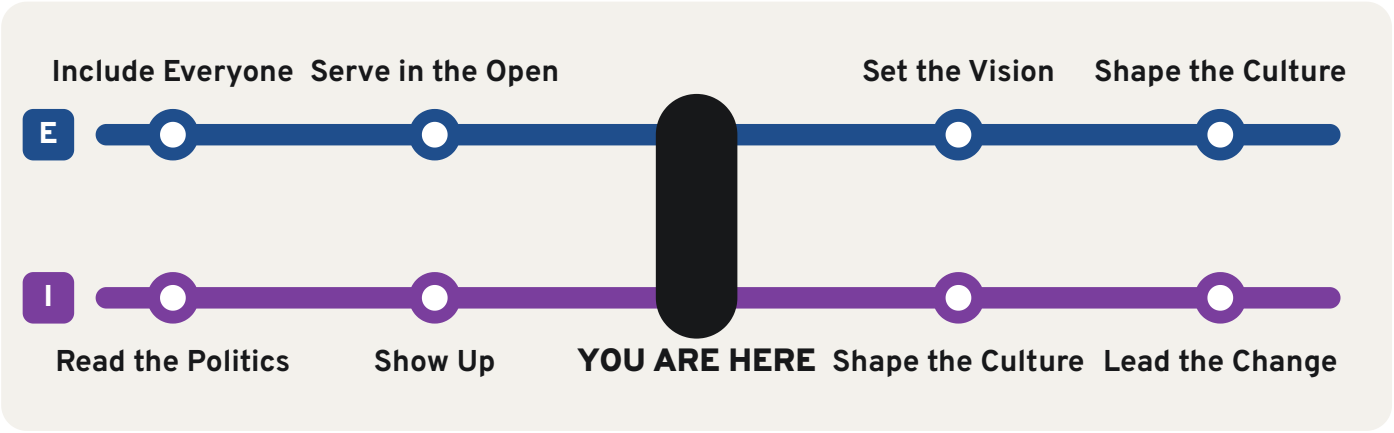
TRY THIS FOR A MONTH

Once a week, share a number or a decision you'd normally keep to yourself, and explain it.

TRANSFERS

E Back to **Include Everyone** · on to **Light the Fire**

Change to the Intuition line at **Light the Fire**.



Light the Fire

ETHICS + INTUITION INTERCHANGE

Help people find their own reason to give their best.

THE TRAP

Using pressure as a stand-in for purpose. It works, until it doesn't.

THE MOVE

Learn what each person cares about. Connect their work to it, out loud.

FROM THE FIELD

FROM TODAY

2007 on

Indra Nooyi (PepsiCo)

After seeing her mother praised for raising her, she wrote to the parents of her senior executives to thank them: 300 to 400 letters over her tenure.

Personal, specific and unexpected. That's what motivation looks like up close.

Source: Columbia Business School

ASK YOURSELF

Do I know what gets each person on my team out of bed?

TRY THIS FOR A MONTH

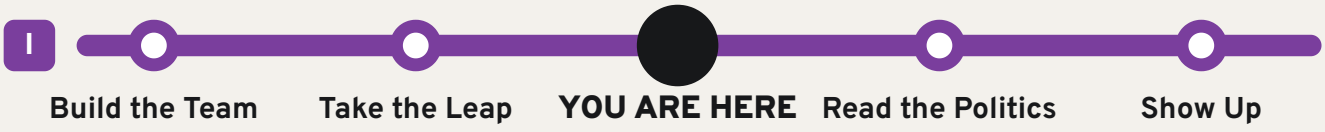
Write to someone who shaped a person on your team, and tell them what that person has achieved.

TRANSFERS

E Back to **Serve in the Open** · on to **Set the Vision**

I Back to **Show Up** · on to **Shape the Culture**

Ethics and Intuition meet again at **Shape the Culture** in Zone 4.



Listen First

INTUITION LINE

Understand before you respond.

THE TRAP

Listening for your turn to talk.

THE MOVE

Play back what you heard before you answer. Ask one more question than feels natural.

FROM THE FIELD

FROM TODAY 2006

Toby Cosgrove (Cleveland Clinic)

A business student told him her family had chosen another hospital because Cleveland Clinic was said to lack empathy. He created an Office of Patient Experience and trained every caregiver.

One honest answer from one student. He took it seriously, and the hospital changed how it treats every patient.

Source: Cleveland Clinic

ASK YOURSELF

When did I last change my mind because of something someone told me?

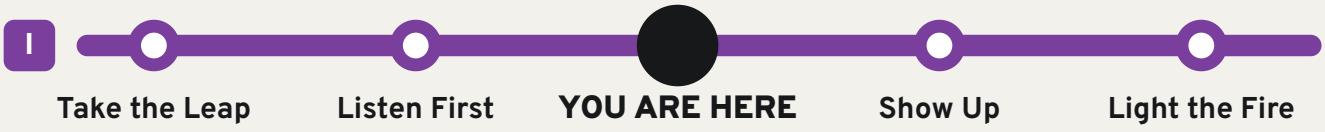
TRY THIS FOR A MONTH

In every one-on-one, talk for no more than a third of the time.

TRANSFERS

I Back to **Take the Leap** · on to **Read the Politics**

Change to the Tempo line at **Show Up**.



Read the Politics

INTUITION LINE

Know how decisions really get made, and work with it.

THE TRAP

Thinking politics is beneath you, then wondering why your good idea died in a meeting you weren't in.

THE MOVE

Learn who influences whom. Build support one conversation at a time, before the big meeting.

FROM THE FIELD

FROM TODAY 2001

Anne Mulcahy (Xerox)

Took over a company near bankruptcy and under SEC investigation, and spent her first 90 days on planes listening to anyone with a view on what was wrong.

Before she tried to fix anything, she learned where everyone stood.

Source: Stanford GSB

ASK YOURSELF

Who has a stake in this that I haven't talked to?

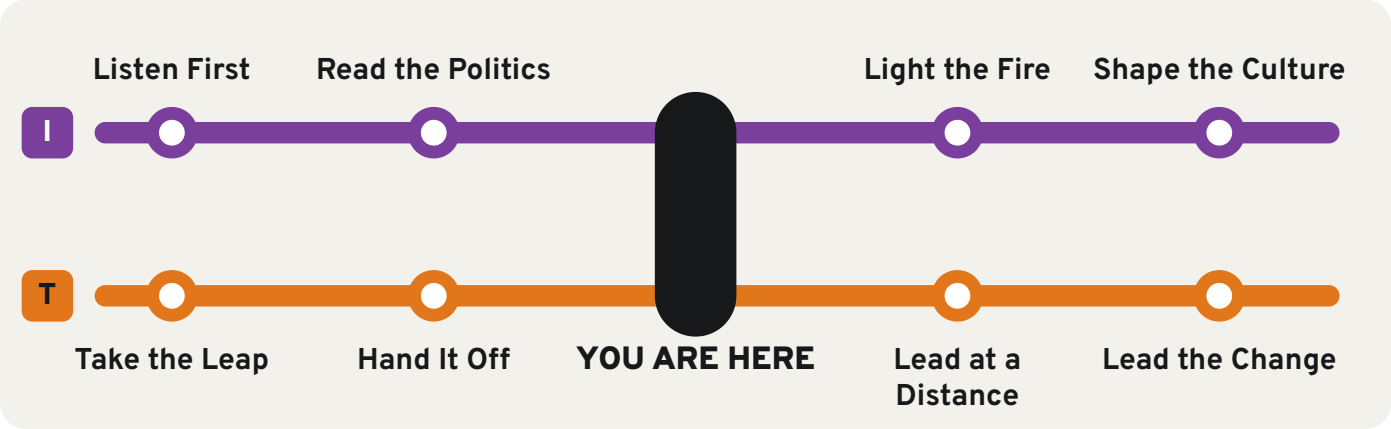
TRY THIS FOR A MONTH

Before your next big proposal, meet the three people most likely to object, one at a time.

TRANSFERS

I Back to **Listen First** · on to **Show Up**

Change to the Tempo line at **Show Up**.



Show Up

INTUITION + TEMPO INTERCHANGE

Be present where it counts, with energy you can sustain.

THE TRAP

Running on empty and calling it dedication.

THE MOVE

Choose where your presence matters most this week, and be fully there. Rest so you can do it again.

FROM THE FIELD

FROM HISTORY 1950–51

Gen. Matthew Ridgway

Taking over a beaten, retreating army in Korea, he toured the front in an open jeep in bitter cold, grenade strapped to his harness, and within a month had it attacking again.

A beaten army needed to see its commander. He went to the front, and it turned around.

Source: HistoryNet

ASK YOURSELF

Where do my people most need to see me, and when did I last show up there?

TRY THIS FOR A MONTH

Track your energy: when you're sharpest and what drains you. Schedule the important things around it.

TRANSFERS

I Back to **Read the Politics** · on to **Light the Fire**

T Back to **Hand It Off** · on to **Lead at a Distance**

Intuition and Tempo meet again at **Lead the Change** in Zone 4.



Lead at a Distance

TEMPO LINE

Lead people you rarely see, across places and time zones.

THE TRAP

Managing by presence when no one is present. Silence isn't alignment.

THE MOVE

Write it down. Make the decisions, the reasons and how you work visible to everyone, all the time.

FROM THE FIELD

FROM HISTORY 1943

Robert Wood Johnson (J&J)

Wrote the one-page Credo setting out whom the company serves and in what order, still used to guide decisions across its businesses.

One page, written decades ago, still guiding people its author never met.

Source: Johnson & Johnson

ASK YOURSELF

If I vanished for a week, could my team find what they need without asking me?

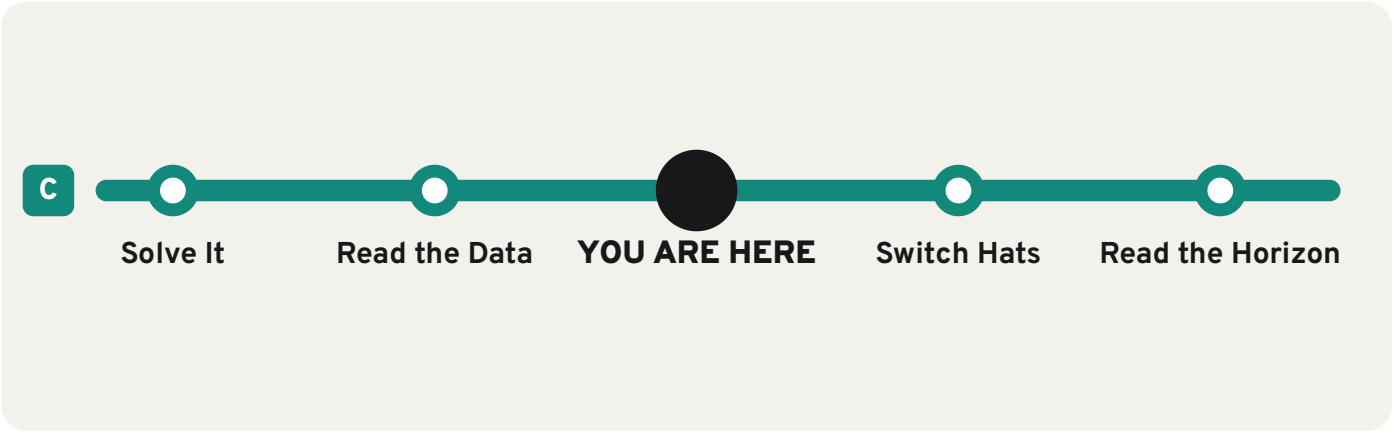
TRY THIS FOR A MONTH

Write a one-page “how we work” for your team. Ask them to fix it.

TRANSFERS

T Back to **Show Up** · on to **Lead the Change**

Change to the Intuition line at **Lead the Change** in Zone 4.



Grow People

CURIOSITY LINE

Make other people better at what they do, on purpose.

THE TRAP

Keeping your best people where they are, because you need them there.

THE MOVE

Ask what they want to get better at. Give them a stretch. Then coach, don’t rescue.

FROM THE FIELD

FROM TODAY

1990s–2016

Bill Campbell

A former college football coach who coached tech leaders from Steve Jobs to Google's founders. His first question to a new executive: are you coachable?

He coached some of the most powerful people in tech. It started with whether they wanted to grow.

Source: Computer History Museum

ASK YOURSELF

Who on my team is ready for more, and what's stopping me from giving it?

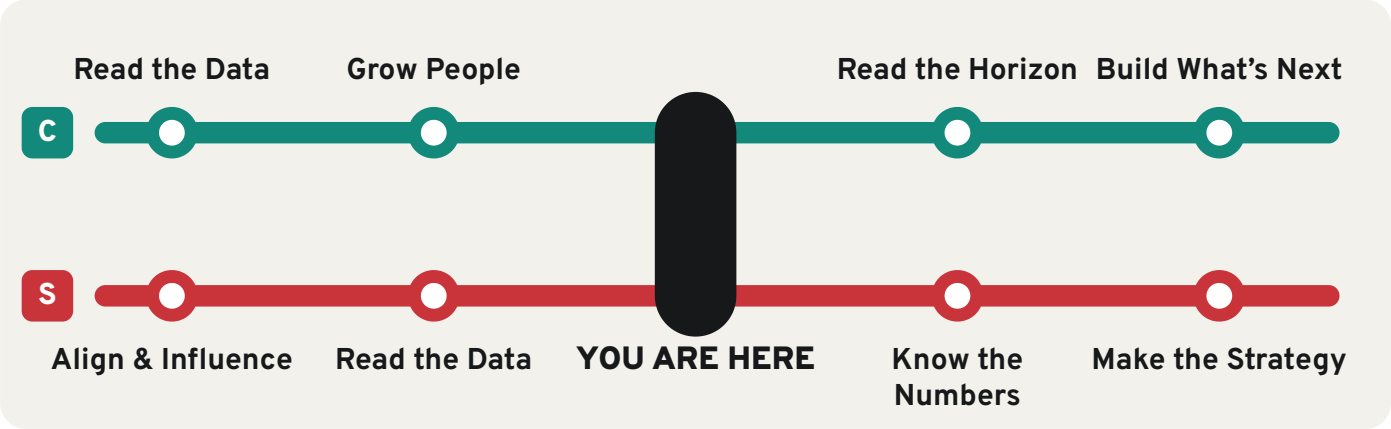
TRY THIS FOR A MONTH

Have one coaching conversation a week where you only ask questions.

TRANSFERS

C Back to **Read the Data** · on to **Switch Hats**

Change to the Synthesis line at **Switch Hats**.



Switch Hats

CURIOSITY + SYNTHESIS INTERCHANGE

Know when to manage, when to lead, and which style the moment needs.

THE TRAP

Using one style for everything because it worked once.

THE MOVE

Ask: does this need direction, support or space? Then switch on purpose.

FROM THE FIELD

FROM HISTORY 1976

Frances Hesselbein (Girl Scouts)

Took over a shrinking, military-style organization and redrew its chart as circles instead of boxes, so people could work across levels and make their own calls.

She swapped command for circles, and the organization changed how it worked.

Source: strategy+business

ASK YOURSELF

Which style do I fall back on under stress, and does it help?

TRY THIS FOR A MONTH

After each team decision, note the style you used and whether it fit.

TRANSFERS

C Back to **Grow People** · on to **Read the Horizon**

S Back to **Read the Data** · on to **Know the Numbers**

Curiosity and Synthesis meet again at **Build What's Next** in Zone 4.



Set the Vision

ETHICS LINE

Paint a future worth working toward, and make it last.

THE TRAP

A vision statement nobody can repeat, about a future nobody can picture.

THE MOVE

Make it simple enough to repeat and big enough to matter. Tie every big decision back to it.

FROM THE FIELD

FROM HISTORY 1932

Konosuke Matsushita (Panasonic)

Gathered his staff to announce the company's true mission, goods as plentiful and cheap as tap water, with a 250-year plan. He treated that day as the real founding.

Goods as plentiful as tap water. A picture anyone could hold, on a 250-year clock.

Source: Panasonic history

ASK YOURSELF

Could someone on the front line say where we're going, in their own words?

TRY THIS FOR A MONTH

Ask five people at different levels what the vision is. Write down exactly what they say.

TRANSFERS

E Back to **Light the Fire** · on to **Shape the Culture**

Change to the Intuition line at **Shape the Culture**.



Shape the Culture

ETHICS + INTUITION INTERCHANGE

Culture is what people do when no one is watching. Shape it on purpose.

THE TRAP

Setting targets that reward the wrong behavior, then blaming the people who hit them.

THE MOVE

Look at what you measure and reward. That is your culture, whatever the values poster says.

FROM THE FIELD

A CAUTIONARY TALE

2002–16

Wells Fargo

A sales culture built around eight products per customer pushed staff to open about two million accounts without customers' consent.

The goal sounded harmless. The pressure to hit it produced about two million accounts nobody asked for.

Source: Harvard Business School

ASK YOURSELF

What does our scorecard reward that we'd be ashamed to see on the news?

TRY THIS FOR A MONTH

Pick one metric your team is judged on and ask: how could someone hit this the wrong way?

TRANSFERS

E Back to **Set the Vision** · end of the line

I Back to **Light the Fire** · on to **Lead the Change**

This is the last stop where Ethics and Intuition meet. They first met at **Be Real**.



Lead the Change

INTUITION + TEMPO INTERCHANGE

Move the organization where it needs to go, before it's forced to.

THE TRAP

Waiting until the burning platform is ash.

THE MOVE

Name what's ending, what's starting and why. Then cut back to what you do best.

FROM THE FIELD

FROM TODAY 2004

Jørgen Vig Knudstorp (LEGO)

Made CEO at 35 with LEGO near bankruptcy, he cut complexity, went back to the core brick, and reconnected with adult fans.

LEGO was nearly gone. He changed it by doing less, and doing the brick better.

Source: Harvard Business School

ASK YOURSELF

What would a new leader change on their first day here?

TRY THIS FOR A MONTH

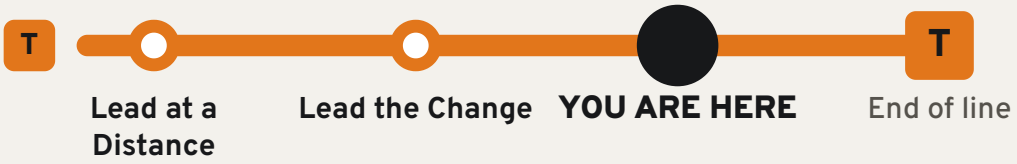
List three things you'd stop doing if you started this job fresh tomorrow. Stop one.

TRANSFERS

I Back to **Shape the Culture** · end of the line

T Back to **Lead at a Distance** · on to **Design the Org**

This is the last stop where Intuition and Tempo meet. They first met at **Know Yourself**.



Design the Org

TEMPO LINE

Shape the structure so the work flows and people can decide.

THE TRAP

Reorganizing to fix a people problem, or a strategy problem.

THE MOVE

Put decisions as close to the work as you can. Keep the center small and its rules clear.

FROM THE FIELD

FROM HISTORY 1920s

Alfred P. Sloan (General Motors)

Reorganized General Motors into divisions run as their own businesses under shared policy: coordinated at the center, decentralized in day-to-day running.

Freedom in the divisions, shared rules at the center: a balance large organizations still work to strike.

Source: Oxford Academic

ASK YOURSELF

How many approvals does it take to do something simple here?

TRY THIS FOR A MONTH

Trace one decision from request to yes. Count the hands. Remove one.

TRANSFERS

T Back to **Lead the Change** · end of the line

Last change to the Intuition line was at **Lead the Change**.



Read the Horizon

CURIOSITY LINE

See the shifts coming before they arrive.

THE TRAP

Mistaking a forecast for the future. One prediction is a bet, not a plan.

THE MOVE

Imagine two or three different futures. Ask what you'd do in each, and what would tell you which one is coming.

FROM THE FIELD

FROM HISTORY 1972–73

Pierre Wack (Shell)

Shell's scenario team walked managers through a future of oil shortage and price shocks before 1973, so Shell moved faster than rivals when the crisis hit.

He didn't predict the crisis. He made sure Shell had already imagined it.

Source: strategy+business

ASK YOURSELF

What would have to be true for us to be in trouble five years from now?

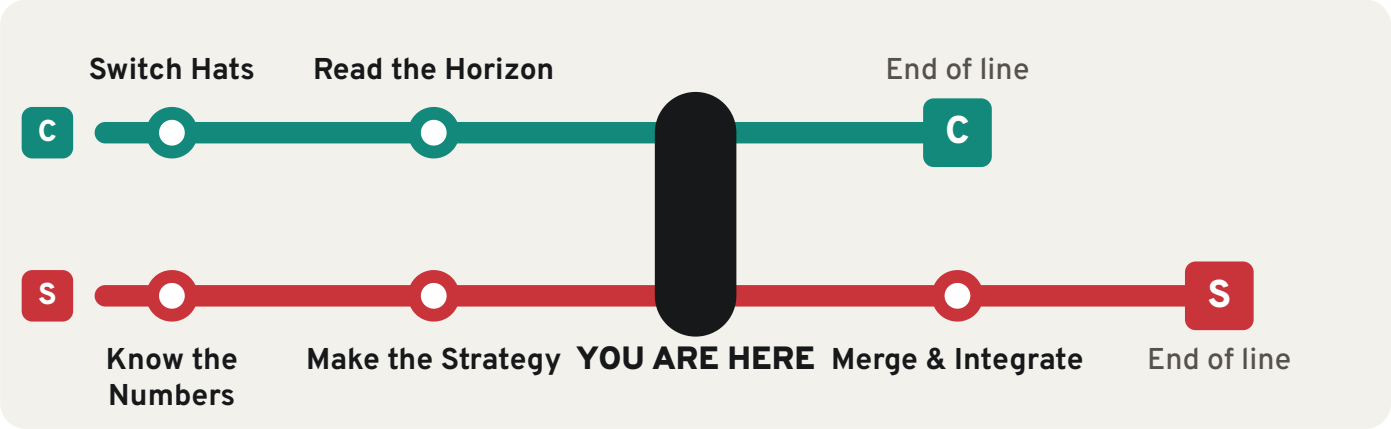
TRY THIS FOR A MONTH

Once a month, read something from an industry not your own. Note one trend that could reach you.

TRANSFERS

C Back to **Switch Hats** · on to **Build What's Next**

Change to the Synthesis line at **Build What's Next**.



Build What's Next

CURIOSITY + SYNTHESIS INTERCHANGE

Create the new thing while you run the current one.

THE TRAP

Protecting today's business from tomorrow's, until someone else builds it.

THE MOVE

Start small. Prove it works. Then scale it with a model that pays its own way.

FROM THE FIELD

FROM HISTORY 1976

Dr. G. Venkataswamy (Aravind Eye Hospital)

Retired at 58, he opened an 11-bed eye hospital built on high-volume, assembly-line cataract surgery. Paying patients cover the half treated free or nearly free, and it grew into one of the world's largest eye-care providers.

Eleven beds and a new model. Volume and efficiency paid for the care others couldn't afford.

Source: Aravind Eye Care System

ASK YOURSELF

What would we build if we were starting from scratch today?

TRY THIS FOR A MONTH

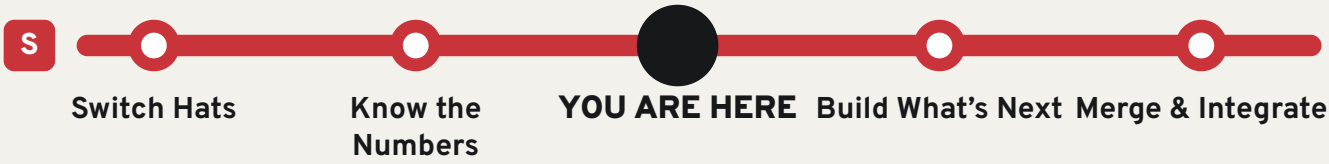
Give one idea a small team, a small budget and a fixed date to show results.

TRANSFERS

C Back to **Read the Horizon** · end of the line

S Back to **Make the Strategy** · on to **Merge & Integrate**

This is the last stop where Curiosity and Synthesis meet. They first met at **Check Your Lens**.



Make the Strategy

SYNTHESIS LINE

Choose where to play, how to win, and what not to do.

THE TRAP

A strategy that says yes to everything.

THE MOVE

Name the constraint you can't escape, and build the strategy around beating it.

FROM THE FIELD

FROM HISTORY 1972

Southwest Airlines

Nearly out of cash, it sold one of its four planes but kept the four-plane schedule by turning each plane at the gate in 10 minutes instead of 25. The quick turn became the heart of its low-cost model.

One plane short, they had to be fast. Fast became the strategy.

Source: Southwest Airlines history

ASK YOURSELF

What are we deliberately not doing?

TRY THIS FOR A MONTH

Write your strategy in three sentences. Share it. See who can repeat it back.

TRANSFERS

S Back to **Know the Numbers** · on to **Build What's Next**

Change to the Curiosity line at **Build What's Next**.



Know the Numbers

SYNTHESIS LINE

Understand the money well enough to ask the right question.

THE TRAP

Trusting the numbers because they're impressive, or because questioning them feels rude.

THE MOVE

Ask where every big number comes from and who checked it. Follow the cash.

FROM THE FIELD

A CAUTIONARY TALE

2020

Wirecard

The German payments star admitted that €1.9 billion on its books probably never existed after its auditor refused to sign off; it collapsed within days.

€1.9 billion on the books that probably never existed. The question to ask early and often: where is the cash?

Source: Reuters

ASK YOURSELF

Which number in our reports could I not explain if someone asked?

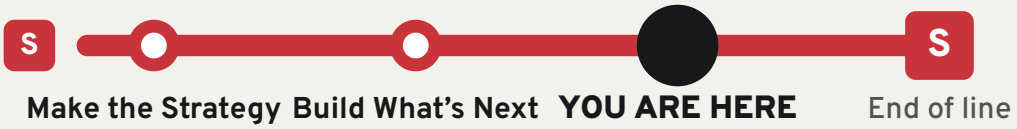
TRY THIS FOR A MONTH

Each month, pick one line in your budget or results and trace it back to where it really comes from.

TRANSFERS

S Back to **Switch Hats** · on to **Make the Strategy**

Change to the Curiosity line at **Build What's Next**.



Merge & Integrate

SYNTHESIS LINE

Bring two organizations together without losing what made either one worth having.

THE TRAP

Calling it a merger of equals and running it like a takeover.

THE MOVE

Write down what you'll protect before the deal closes, down to the small symbols. Then protect it.

FROM THE FIELD

FROM TODAY 2006

Bob Iger (Disney and Pixar)

Buying Pixar, Disney agreed a written list of guidelines to protect its culture, down to keeping the sign on Pixar's front gate.

Disney bought Pixar, then promised in writing not to turn it into Disney.

Source: New York Times DealBook

ASK YOURSELF

What made the thing we're buying worth buying, and how could we break it?

TRY THIS FOR A MONTH

Before any merger or reorg, ask each side to name three things that must not change.

TRANSFERS

S Back to **Build What's Next** · end of the line

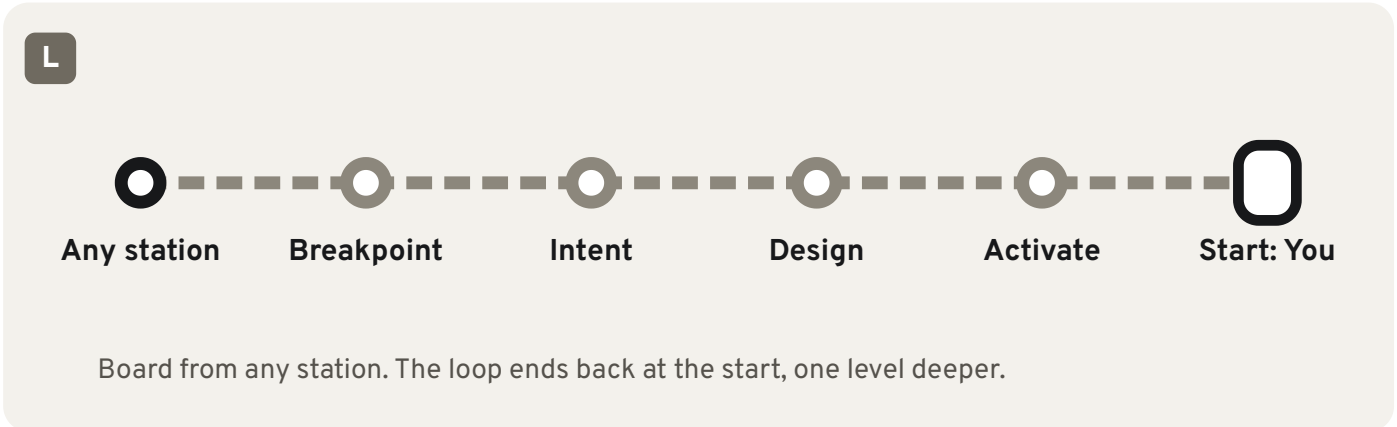
Last change to the Curiosity line was at **Build What's Next**.

THE LEGACY LOOP

The way back

Every leader hits a breakpoint. Burnout, a reorg, a role that no longer fits. The loop is how you come back from it.

Four stops, in order. Board from any station on the map. You don’t have to be in crisis: some leaders ride the loop on purpose every few years, before something cracks.



Board from any station. The loop ends back at the start, one level deeper.

FOUR STOPS

1 Breakpoint

SOMETHING CRACKS

Notice when something has cracked, before it breaks you.

2 Intent

NAME WHAT MATTERS NOW

Decide what matters now, not what mattered when you started.

3 Design

SHAPE THE NEXT CHAPTER

Shape the next chapter from what you already have.

4 Activate

TAKE THE FIRST STEP

Take the first step, small enough to start this week.

TIME TO BOARD IF…

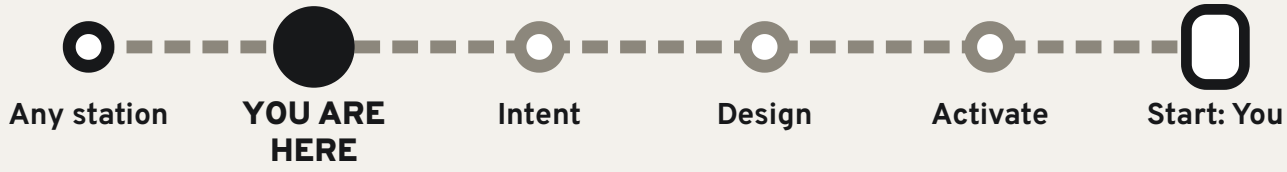
Your energy keeps sliding, and rest doesn’t bring it back.

The role you’re in no longer fits the person you’ve become.

Something big changed around you: a reorg, a merger, a new boss.

You hit the goal and don’t know what’s next.

L



Board from any station. The loop ends back at the start, one level deeper.

Breakpoint

LEGACY LOOP SOMETHING CRACKS

Notice when something has cracked, before it breaks you.

THE TRAP

Pushing through because stopping feels like failing. Cracks don’t heal on their own.

THE MOVE

Name it out loud: what isn’t working, and since when. Saying it is the first step off the old track.

FROM THE FIELD

FROM TODAY 2021

Simone Biles

Partway through the Olympic team final she withdrew, saying her mind and body were not in sync and she would not risk the team's medal. The team won silver without her.

She stopped in the middle of the biggest moment of her career. Knowing when to stop is a skill, not a weakness.

Source: BBC Sport

ASK YOURSELF

What am I tolerating that I'd tell a friend to stop tolerating?

TRY THIS FOR A MONTH

Once a week, score your energy, your sense of purpose and how well the role fits, 1 to 10. Watch for the score that keeps sliding.

TRANSFERS

L Back to **Any station** · on to **Intent**

You can step off the loop at any stop and ride back out on any line.

L



Board from any station. The loop ends back at the start, one level deeper.

Intent

LEGACY LOOP NAME WHAT MATTERS NOW

Decide what matters now, not what mattered when you started.

THE TRAP

Rushing to the next job, title or project before you know what you want from it.

THE MOVE

Write down what you want this chapter to be known for, and what you will no longer trade for it.

FROM THE FIELD

FROM TODAY 2022

Yvon Chouinard (Patagonia)

Instead of selling or going public, his family gave the company to a trust and a nonprofit so profits not reinvested fund climate work, declaring Earth its only shareholder.

Deciding what should happen to everything he'd built, he started from what he cared about most.

Source: Patagonia

ASK YOURSELF

If this chapter were my last one, what would I want it to have been about?

TRY THIS FOR A MONTH

Draft a one-paragraph statement of intent. Read it every Monday. Rewrite it when it stops being true.

TRANSFERS

L Back to **Breakpoint** · on to **Design**

You can step off the loop at any stop and ride back out on any line.

L



Board from any station. The loop ends back at the start, one level deeper.

Design

LEGACY LOOP SHAPE THE NEXT CHAPTER

Shape the next chapter from what you already have.

THE TRAP

Starting over from zero, or rebuilding the last chapter with a new title.

THE MOVE

List your real strengths, then ask where else they would be valuable. The next chapter is often an old strength in a new place.

FROM THE FIELD

FROM TODAY 2000s

Shigetaka Komori (Fujifilm)

As film demand fell 90% in a decade, he moved Fujifilm's chemistry into medical imaging, screen film and even skincare. Rival Kodak went bankrupt.

Film was dying. The chemistry behind it wasn't. He moved the strength, not the product.

Source: Harvard Digital Initiative

ASK YOURSELF

What am I good at that could matter somewhere I haven't looked?

TRY THIS FOR A MONTH

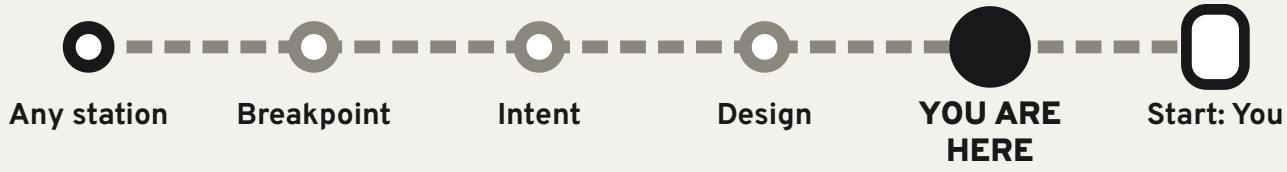
Sketch three possible next chapters. For each, name one small experiment that would tell you whether it fits.

TRANSFERS

L Back to **Intent** · on to **Activate**

You can step off the loop at any stop and ride back out on any line.

L



Board from any station. The loop ends back at the start, one level deeper.

Activate

LEGACY LOOP TAKE THE FIRST STEP

Take the first step, small enough to start this week.

THE TRAP

Waiting for the perfect plan, the right moment or someone's permission.

THE MOVE

Pick one thing you can do this week that the old you wouldn't have done. Do it, then pick the next one.

FROM THE FIELD

FROM TODAY 2007

Arianna Huffington

Two years into building HuffPost she collapsed from exhaustion and broke her cheekbone, then made sleep and recovery her cause.

The collapse was her breakpoint. Turning rest into her cause was the first step of a new chapter.

Source: Her own account

ASK YOURSELF

What's the smallest step that would prove I've started?

TRY THIS FOR A MONTH

Every Friday, write down one thing you did that belongs to the next chapter, not the last one.

TRANSFERS

L Back to **Design** · on to **Start: You, one level deeper**

You can step off the loop at any stop and ride back out on any line.

THE LAST STOP

End of the line?

There isn’t one.

Every line on the map stops at a terminus. Leadership doesn’t. None of the leaders in this book arrived anywhere. They kept riding, changed lines when the work changed, and boarded the loop when something cracked.

THE QUESTIONS THAT RIDE WITH YOU

- **E** What matters when everything can be optimized?
- **I** What do I know beyond the data?
- **T** What pace serves clarity?
- **C** What else might be true?
- **S** What connects the dots?

PLAN YOUR NEXT RIDE

Your route

1 Where am I now?

The station that names what I'm working on.

2 My weakest line

The muscle I lean on least.

3 My next three stops

In the order I'll ride them.

4 When I'll board the loop

A date, or the sign that will tell me it's time.

See you on the map.

A NOTE ON THE STORIES

How the stories were chosen

Every station needed someone who actually did the thing, or failed to.

Each of the 40 stations carries one real leader or organization: half from history and half from recent years, so the skills read as timeless and current at once. The four stops on the Legacy Loop add four more.

Every story was checked against a published source before it went in. Where the popular version of a story turned out to be embellished or untrue, it was corrected or dropped. Stories whose subjects carry serious baggage, or that would need a footnote to tell fairly, were left out.

Five stories are cautionary tales: the same skill, done wrong. They are tagged so you can tell them apart. No leader or company appears twice.

The summaries are deliberately short. If one catches you, follow the source and read the whole thing.

44	20/20	5	0
LEADERS AND ORGANIZATIONS	HISTORICAL / CONTEMPORARY	CAUTIONARY TALES	REPEATS

SOURCES

Where the stories come from

01 **Integrity** · Frances Oldham Kelsey (FDA) · FDA History Office
https://www.fda.gov/about-fda/fda-history-exhibits/frances-oldham-kelsey-medical-reviewer-famous-averting-public-health-tragedy

02 **Own It** · Dwight D. Eisenhower · National Archives
https://www.archives.gov/publications/prologue/2004/summer/ike-two-d-day-messages

03 **Be Real** · Brian Chesky (Airbnb) · Airbnb Newsroom (full letter)
https://news.airbnb.com/a-message-from-co-founder-and-ceo-brian-chesky

04 **Connect** · Doug Conant (Campbell Soup) · strategy+business interview
https://www.strategy-business.com/article/00128

05 **Know Yourself** · Abraham Lincoln · American Battlefield Trust
https://www.battlefields.org/learn/primary-sources/lincolns-unsent-letter-george-meade

06 **Decide** · Stanislav Petrov · BBC News
https://www.bbc.com/news/world-europe-24280831

07 **Run Your Day** · Atul Gawande (WHO Surgical Safety Checklist) · New England Journal of Medicine
https://www.nejm.org/doi/full/10.1056/NEJMsa0810119

08 **Bend, Don't Break** · Katharine Graham · Britannica
https://www.britannica.com/biography/Katharine-Graham

09 **Keep Learning** · Grace Hopper · Yale, Office of the President
https://president.yale.edu/biography-grace-murray-hopper

10 **Check Your Lens** · Amazon (recruiting tool) · Reuters
https://www.reuters.com/article/us-amazon-com-jobs-automation-idUSKCN1MK08G

11 **Say It Clearly** · Ronald Reagan · Reagan Library transcript
https://www.reaganlibrary.gov/archives/speech/address-nation-explosion-space-shuttle-challenger

12 **Serve the Customer** · Leon Leonwood Bean (L.L. Bean) · Outdoor Writers Association
https://owaa.org/l-l-bean-celebrating-100-years-of-exploring-the-outdoor

13 **Build the Team** · Google (Project Aristotle) · Google re:Work
https://rework.withgoogle.com/intl/en/guides/understand-team-effectiveness

14 **Negotiate & Resolve** · Jimmy Carter at Camp David · Wilson Center
https://www.wilsoncenter.org/article/enduring-peace-25-years-after-the-camp-david-accords

Sources, continued

15 **Take the Leap** · Netflix (Qwikster) · New York Times
https://www.nytimes.com/2011/10/25/technology/netflix-lost-800000-members-with-price-rise-and-split-plan.html

16 **Run the Room** · Shopify · NPR
https://www.npr.org/2023/02/15/1156804295/shopify-delete-meetings-zoom-virtual-productivity

17 **Plan & Deliver** · Berlin Brandenburg Airport · Reuters
https://www.reuters.com/business/brace-take-off-berlins-much-delayed-airport-open-industry-crisis-2020-10-30

18 **Draw the Line** · Andrew Barnes (Perpetual Guardian) · The Guardian
https://www.theguardian.com/money/2019/feb/19/four-day-week-trial-study-finds-lower-stress-but-no-cut-in-output

19 **Hand It Off** · Horatio Nelson · US Naval Institute
https://www.usni.org/magazines/naval-history-magazine/2005/october/lasting-lessons-trafalgar

20 **Solve It** · M-Pesa (Safaricom and Vodafone) · FSD Kenya
https://www.fsdkenya.org/thematic-areas/digital-finance/an-overview-of-m-pesa

21 **Read the Data** · Florence Nightingale · Science Museum
https://www.sciencemuseum.org.uk/objects-and-stories/florence-nightingale-pioneer-statistician

22 **Align & Influence** · Frances Perkins · Frances Perkins Center
https://francesperkinscenter.org/learn/her-life

23 **Include Everyone** · Hamdi Ulukaya (Chobani) · Stanford GSB
https://www.gsb.stanford.edu/insights/hamdi-ulukaya-creating-right-environment

24 **Serve in the Open** · Alan Mulally (Ford) · Lean Enterprise Institute
https://www.lean.org/the-lean-post/articles/people-first-leadership-a-conversation-between-jim-morgan-and-alan-mulally

25 **Light the Fire** · Indra Nooyi (PepsiCo) · Columbia Business School
https://business.columbia.edu/leadership-and-ethics-news/bernstein-center-leadership-and-ethics/indra-nooyi-purpose-and-power

26 **Listen First** · Toby Cosgrove (Cleveland Clinic) · Cleveland Clinic
https://consultqd.clevelandclinic.org/one-question-changed-organization-video

27 **Read the Politics** · Anne Mulcahy (Xerox) · Stanford GSB
https://www.gsb.stanford.edu/insights/anne-mulcahy-keys-turnaround-xerox

28 **Show Up** · Gen. Matthew Ridgway · HistoryNet
https://historynet.com/man-saved-korea

29 **Lead at a Distance** · Robert Wood Johnson (J&J) · Johnson & Johnson
https://www.jnj.com/our-heritage/8-fun-facts-about-the-johnson-johnson-credo

Sources, continued

30 **Grow People** · Bill Campbell · Computer History Museum
https://computerhistory.org/blog/players-take-the-field-silicon-valley-leaders-share-how-coach-bill-campbell-helped-them-succeed

31 **Switch Hats** · Frances Hesselbein (Girl Scouts) · strategy+business
https://www.strategy-business.com/article/00332

32 **Set the Vision** · Konosuke Matsushita (Panasonic) · Panasonic history
https://holdings.panasonic/global/corporate/about/history/chronicle/1932.html

33 **Shape the Culture** · Wells Fargo · Harvard Business School
https://hbswk.hbs.edu/item/two-million-fake-accounts-sales-misconduct-at-wells-fargo

34 **Lead the Change** · Jørgen Vig Knudstorp (LEGO) · Harvard Business School
https://hbswk.hbs.edu/item/hbs-cases-lego

35 **Design the Org** · Alfred P. Sloan (General Motors) · Oxford Academic
https://academic.oup.com/book/2586/chapter/142931128

36 **Read the Horizon** · Pierre Wack (Shell) · strategy+business
https://www.strategy-business.com/article/8220

37 **Build What's Next** · Dr. G. Venkataswamy (Aravind Eye Hospital) · Aravind Eye Care System
https://aravind.org/our-story/

38 **Make the Strategy** · Southwest Airlines · Southwest Airlines history
https://history.southwest.com/our-stories/a-turning-point-the-birth-of-the-10-minute-turn

39 **Know the Numbers** · Wirecard · Reuters
https://www.reuters.com/article/business/the-rise-and-fall-of-wirecard-idUSKCN24V1H2

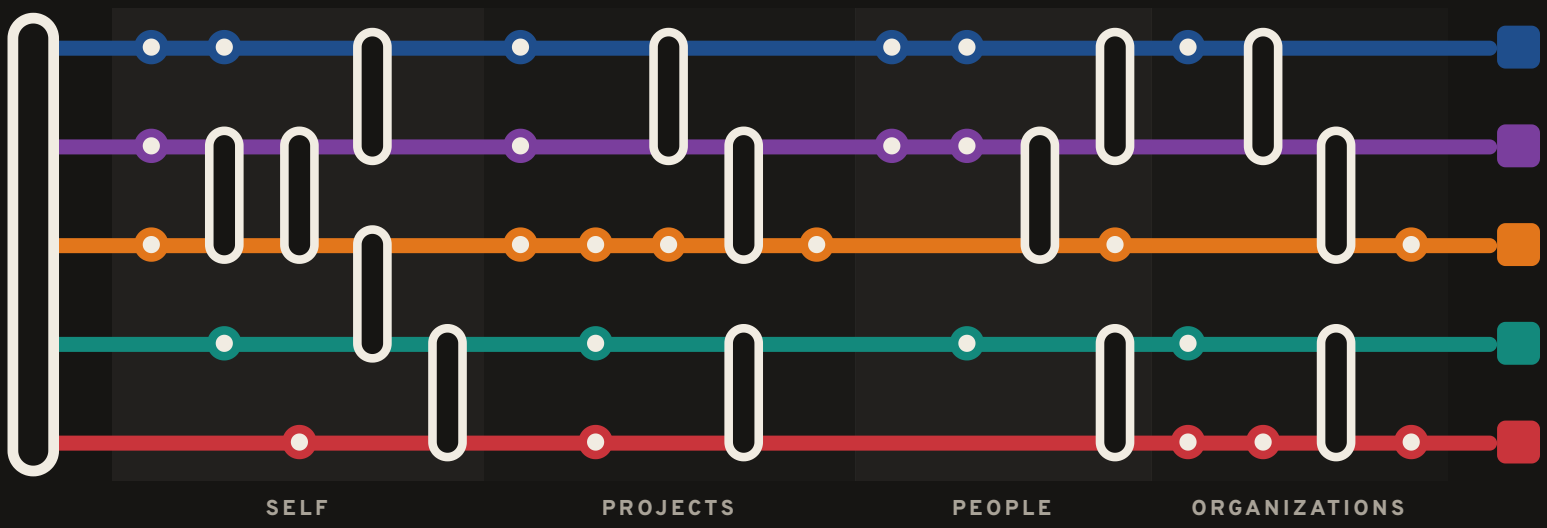
40 **Merge & Integrate** · Bob Iger (Disney and Pixar) · New York Times DealBook
https://dealbook.nytimes.com/2008/06/02/disney-and-pixar-the-power-of-the-prenup

L1 **Breakpoint** · Simone Biles · BBC Sport
https://www.bbc.co.uk/sport/olympics/57982665

L2 **Intent** · Yvon Chouinard (Patagonia) · Patagonia
https://www.patagonia.com/ownership

L3 **Design** · Shigetaka Komori (Fujifilm) · Harvard Digital Initiative
https://aiinstitute.hbs.edu/platform-rctom/submission/fujifilm-surviving-the-digital-revolution-in-photography-through-diversification-into-cosmetics/index.html

L4 **Activate** · Arianna Huffington · Her own account
https://medium.com/thrive-global/10-years-ago-i-collapsed-from-burnout-and-exhaustion-and-its-the-best-thing-that-could-have-b1409f16585d



“Nobody has time for another leadership book.”

So this one is a map.

Forty skills, each a station. Five lines, each a muscle. Four zones, from leading yourself to steering a whole organization.

Four Zones, Five Lines gives every station one spread: the trap, the move, a real leader who got it right (or wrong), a question to ask yourself and one thing to try for a month. When something cracks, the Legacy Loop brings you back to the start, one level deeper.

Not a longer book. A better map.

ETHICS • INTUITION • TEMPO • CURIOSITY • SYNTHESIS

MOTORBLOOM · CHRIS A. PIAZZA · DEVELOPING VISION, LLC

© 2026 Developing Vision, LLC. All rights reserved.