CARD 01 · INDIVIDUAL CONTRIBUTOR

Leading Work. Influencing Outcomes. 01

Individual contributors can carry significant responsibility for work, projects, processes, and organizational initiatives without holding formal people-management authority.

CONSIDER YOUR SEAT

1 **What work or outcomes am I accountable for?**

2 **Where do I exercise influence through expertise, initiative, or collaboration?**

3 **What decisions can I make independently, and where do I need alignment or support?**

4 **How do I communicate information that others need to make effective decisions?**

DISCUSSION PROMPT

Where might you have more opportunity to influence outcomes than your formal position suggests?

A PERSPECTIVE TO CARRY FORWARD

Leadership contribution is not limited to managing people.

Developed by Dr. Angela C. Hill, Founder and Principal Consultant, Created2Catapult

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CARD 02 · PEOPLE LEADER

Leading People. Enabling Performance.

02

People leaders are responsible for supporting individual and collective effectiveness while delivering results through their teams.

CONSIDER YOUR SEAT

1 **How clearly do my team members understand expectations and priorities?**

2 **What conditions am I creating for people to perform, develop, and contribute?**

3 **How do I balance accountability with the support people need?**

4 **What issues require collaboration or decisions beyond my immediate team?**

DISCUSSION PROMPT

How might the way you lead your team influence outcomes beyond your team?

A PERSPECTIVE TO CARRY FORWARD

People leadership involves responsibility for both results and the people contributing to them.

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CARD 03 · LEADER OF LEADERS

Leading Leaders. Enabling the Organization.

03

Leaders of leaders influence organizational effectiveness by establishing direction, aligning priorities, and developing the leaders responsible for delivering results.

CONSIDER YOUR SEAT

1 **How am I creating clarity and alignment across the leaders I lead?**

2 **What decisions or resources are needed to support effectiveness across teams?**

3 **How am I developing leaders' judgment, capability, and accountability?**

4 **Where might my involvement enable leadership ownership, and where might it unintentionally limit it?**

DISCUSSION PROMPT

What does it mean to lead effectively when your greatest influence comes through other leaders?

A PERSPECTIVE TO CARRY FORWARD

Leading leaders requires attention to the conditions that allow others to lead effectively.

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ACROSS THE SEATS

Different responsibilities. Shared outcomes.

Individual Contributor | People Leader | Leader of Leaders

Consider a challenge or initiative that requires contributions across all three seats.

1 Where are responsibilities clear?

2 Where might expectations or authority be misunderstood?

3 What information, decisions, or support must move between seats?

4 How could better collaboration improve the outcome?

What becomes possible when we understand not only our own seat, but the responsibilities of those around us?

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