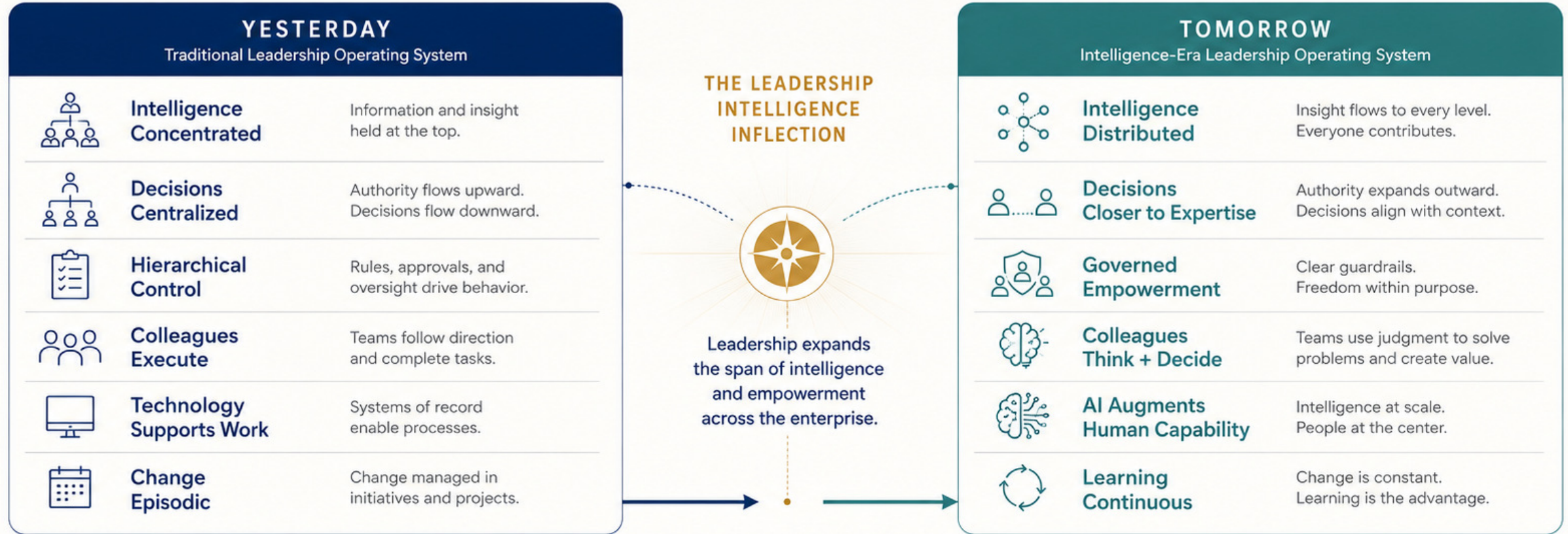


The Leadership Intelligence Imperative™

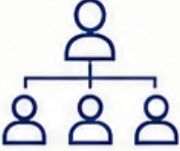
The Intelligence Era Requires a New Leadership Operating System.



» AI can scale intelligence. Only leadership can scale human agency. «

Leadership Intelligence Maturity Spectrum™

Evolving Leadership. Empowering People. Scaling Intelligence.

	1 DIRECTED TRADITIONAL	2 PARTICIPATIVE	3 ENABLED	4 EMPOWERED	5 INTELLIGENT + LEARNING TRANSFORMATIONAL
					
 LEADERSHIP	controls	listens	enables	stewards	architects
 COLLEAGUE	executes	contributes	acts within boundaries	owns outcomes	learns and transforms
 DECISIONS	escalated	consultative	delegated	distributed	adaptive
 AI MATURITY	isolated tools and automation	assisted productivity tools	augmented workflows and decision support	collaborative human-AI partnership and agents	embedded intelligence ecosystem at scale
 CULTURE	compliance and risk avoidance	voice and psychological safety	trust and accountability	agency and empowerment	continuous learning and innovation at scale

INCREASING MATURITY, TRUST, AND INTELLIGENCE →

From Span of Control to Span of Empowerment™

Leadership moves from owning the decisions to designing the conditions for great decisions.

YESTERDAY: SPAN OF CONTROL

Decision authority decreases downward.



INTELLIGENCE ERA: SPAN OF EMPOWERMENT™

Leadership sets the conditions. Authority expands to the edge.

LEADERSHIP STEWARDSHIP



PURPOSE



GUARDRAILS



GOVERNANCE



CAPABILITY



TRUST



DISTRIBUTED
INTELLIGENCE



DECISIONS CLOSER
TO EXPERTISE



GREATER
AUTONOMY



FASTER
SPEED



HIGHER
AGILITY



CENTRALIZED
INFORMATION



ESCALATED
DECISIONS



LIMITED
AUTONOMY

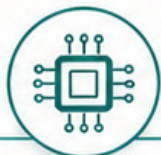


SLOWER
SPEED



LOWER
AGILITY

4. AI Can + Human Should + Leadership Must™



AI CAN



- Sense



- Analyze



- Predict



- Generate



- Automate



- Simulate



- Orchestrate



- Scale



HUMAN SHOULD



- Imagine



- Question



- Interpret



- Empathize



- Discern



- Judge



- Choose



- Take accountability



LEADERSHIP MUST



- Set purpose



- Create trust



- Establish guardrails



- Distribute authority



- Develop judgment



- Steward risk



- Protect learning



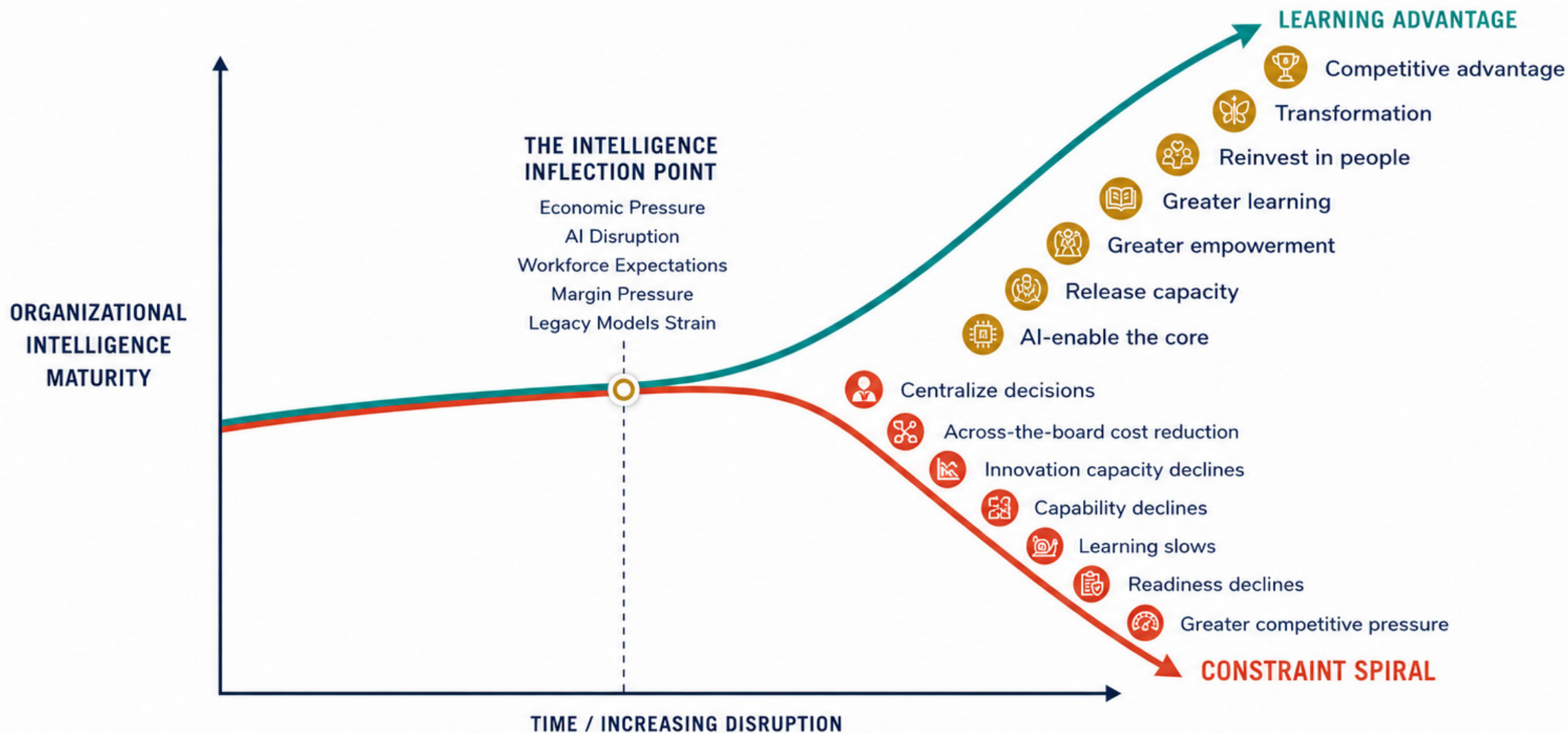
- Enable transformation



Responsible Distributed Intelligence
Capability + Judgment + Stewardship

The Intelligence Inflection Curve™

The same pressure. Two very different futures. Leadership determines the trajectory.



Low-maturity organizations **protect control**. High-maturity organizations **protect learning**.

6. PROTECT CONTROL OR PROTECT LEARNING™

When pressure rises, what does leadership protect?



PROTECT CONTROL



CENTRALIZE

Consolidate decisions at the top.



REDUCE

Cut resources, budgets, and headcount.



FREEZE

Halt new initiatives and change.



APPROVE

Add layers of review and permission.



PRESERVE YESTERDAY

Defend existing models and norms.



DECLINING ADAPTABILITY

VS.



PROTECT LEARNING



PRIORITIZE

Focus on learning that drives impact.



AUGMENT

Add capability, tools, and intelligence.



EXPERIMENT

Test new ideas in safe-to-learn ways.



EMPOWER

Give teams autonomy and authority.



REINVEST

Recommit and reinvest in people.



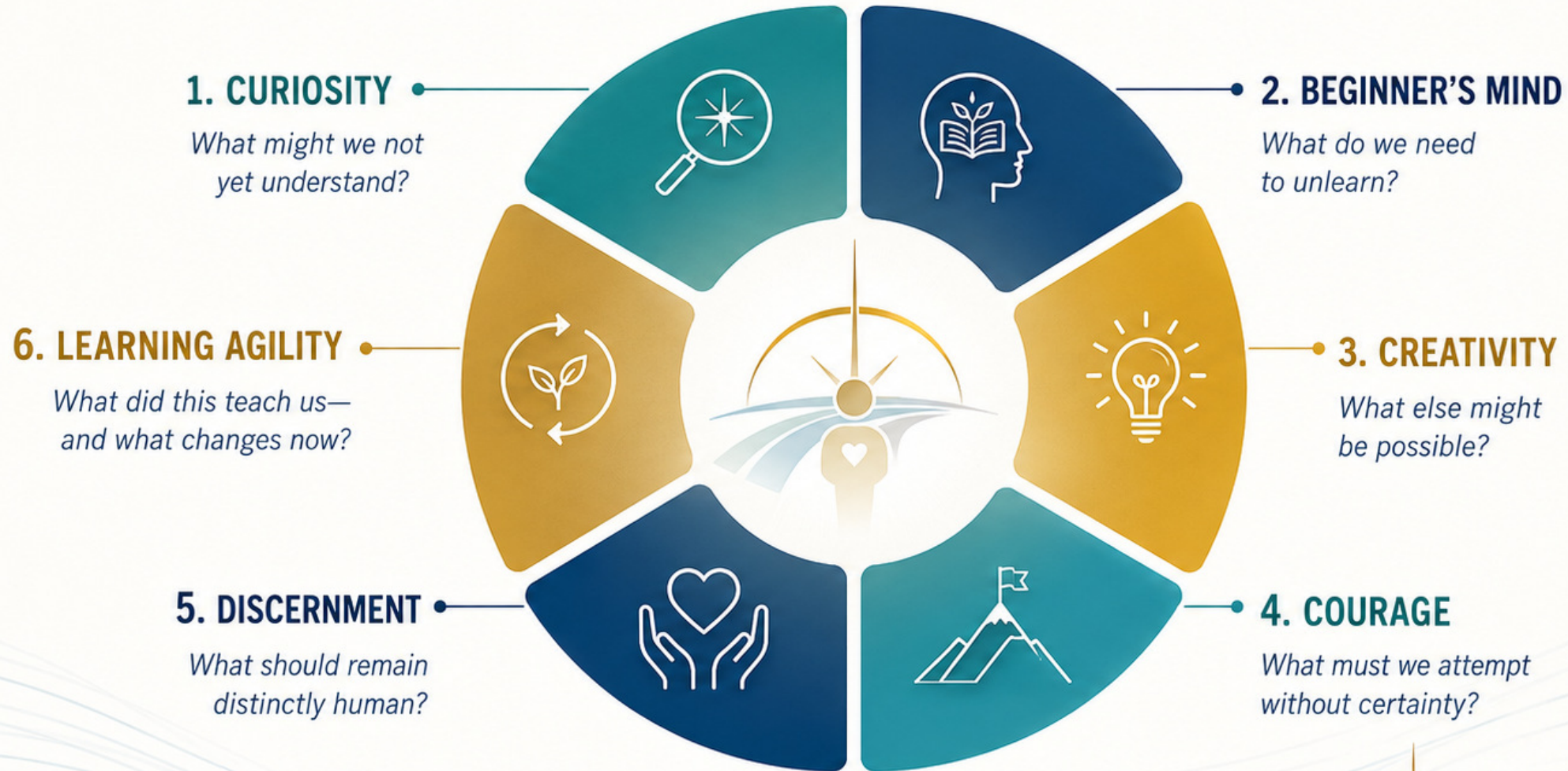
INCREASING ADAPTABILITY

Low-maturity organizations protect control.

High-maturity organizations protect learning.

7. The Repossible Mindset™

The readiness to lead when the future cannot yet be fully known.



The Leadership Role Transformation™

How the work of leadership changes in the intelligence era.



LESS



Approve



Direct



Control



Transmit



Escalate



Monitor activity



MORE



Frame

Set direction and clarify the why.



Enable

Remove barriers and provide resources.



Coach

Grow skills, confidence, and capability.



Connect

Build relationships and cultivate networks.



Govern

Establish guardrails and uphold accountability.



Develop

Invest in people and expand potential.



Learn

Foster curiosity and continuous learning.



Transform

Drive change and create enduring impact.

THE COLLEAGUE EVOLUTION



TASK PERFORMER

Follows instructions and completes tasks.



CONTRIBUTOR

Adds value within defined boundaries.



DECISION MAKER

Makes informed decisions and owns outcomes.



VALUE CREATOR

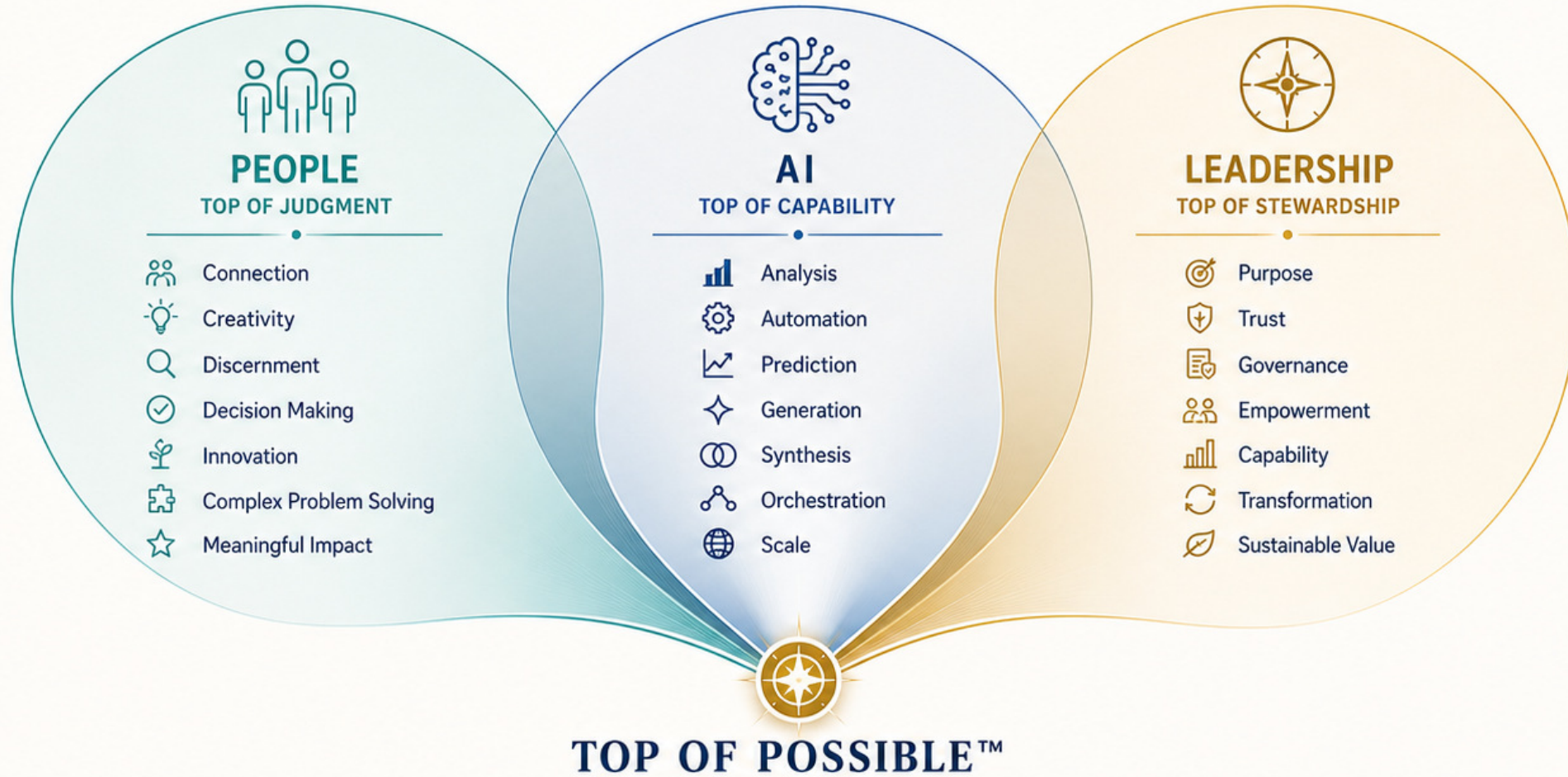
Creates lasting impact and shapes the future.



LEADERSHIP MOVES FROM CREATING DEPENDENCY TO CREATING CAPABILITY.

Top of Possible Enterprise™

People at the top of their judgment. AI at the top of its capability. Leadership at the top of its stewardship.



**HUMAN POTENTIAL
AMPLIFIED**



**ENTERPRISE INTELLIGENCE
AT SCALE**



**COMPETITIVE ADVANTAGE
AT THE SPEED OF LEARNING**



RE-POSSIBLE™
HEALTH INSTITUTE

10. The Leading + Learning Enterprise™

Maturity is not the destination. The ability to continuously learn and transform is.



THIS IS NOT A RACE. THIS IS A TRANSFORMATIONAL INTELLIGENCE JOURNEY.

Lead with purpose. Learn without pause. Transform for good.