



The LAMDA Leadership Newsletter

Month 4: Authority and Building Capability

Do people grow because of your leadership...or because you're there?

Over the past three months we've explored how leadership develops from the inside out:

- What drives us (motivation), how we create consistency (discipline), how we respond under pressure (emotional regulation), who we become as leaders (leadership identity).
- How our behaviour shapes confidence, how trust influences growth, how communication creates meaning, and how relationships determine performance.
- We then looked wider, exploring how leaders create culture through psychological safety, developing independence, leading authority rather than ego, creating cultures where standards outline motivation.

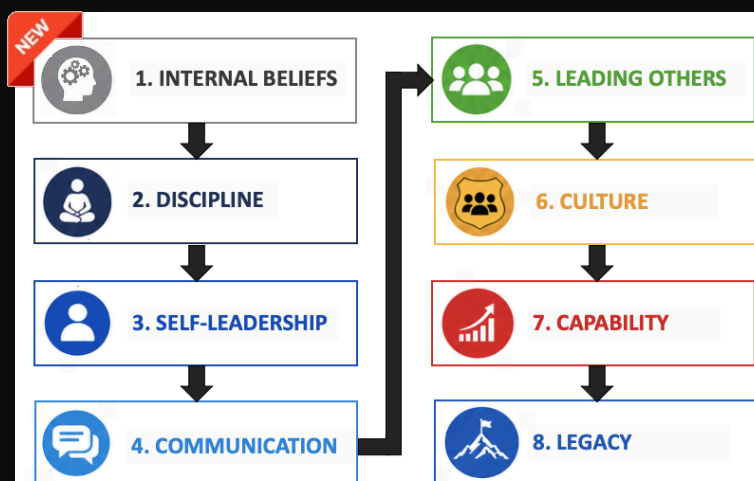
Each month built upon the last, because leadership doesn't happen through isolated skills. It develops through connected behaviours that compound over time.

In this newsletter we mark an exciting milestone!

Throughout these newsletters you've already been introduced to many of the ideas that underpin my work with leaders.

This month, those ideas come together.

I'm delighted to formally introduce the LAMDA Integrated Leadership Framework.



Rather than seeing leadership as a collection of disconnected competencies, the framework views leadership as a developmental journey:

Lead Yourself → Lead Others → Lead a Legacy

- > Each stage builds upon the one before it.
- > Each develops the conditions for the next.

Because sustainable leadership isn't simply about influencing today's performance.

It's about developing people who can one day lead without you.

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Management is doing things right; leadership is doing the right things.

- [Peter F. Drucker](#)

A leader is one who knows the way, goes the way, and shows the way.

- [John C. Maxwell](#)

There is no success without succession.

- [Peter F. Drucker](#)

A leader's lasting value is measured by succession.

- [John C. Maxwell](#)

Throughout this month's newsletter we'll explore one central question:

"Am I creating capability...or dependency?"

We'll explore:

- How authority creates influence without creating control.
- Why coaching develops people more effectively than providing answers.
- How accountability develops capability.
- Why the greatest leaders ultimately become the least needed.

Afterall, leadership isn't measured by how many people rely on you.

It's measured by how many people no longer need to.

This month's key question to reflect upon is:

"If I disappeared tomorrow...what would continue because of the way I led today?"

**CULTURE IS WHAT REMAINS WHEN
THE LEADER LEAVES THE ROOM...**



**...THE NEED TO CONSTANTLY
CHECK-IN...**

**...IS OFTEN A SYMPTOM OF
MISALIGNMENT!**

Engaged employees are 10× more likely to strongly agree they can take creative risks.

- [Gallup](#)

Kotter's research suggests 70% of organisational change initiatives fail, often due to cultural and people-related issues.

- [John Kotter](#)

Employees who strongly agree their opinions count are associated with 27% lower turnover, 40% fewer safety incidents, and 12% higher productivity.

- [Gallup](#)



ALIGNMENT CHECK:

- ✓ Do we understand where we're going?
- ✓ Do we understand why it matters?
- ✓ Do we understand our role in getting there?
- ✓ Do we share the same language?
- ✓ Do we hold each other accountable?

**ALIGNMENT ISN'T THINKING THE SAME...
...IT'S MOVING IN THE SAME DIRECTION!**

1. Culture and Alignment

"What happens when you leave the room?"

Culture isn't your values on a wall, a vision statement, or summarised in a strategy document. It's what happens when you're not in the room.

The culture emerges from how we all:

- Think
- Act
- Interact

It is the shared behaviours, beliefs, assumptions, and standards that influence every decision, conversation and action. It determines how people respond under pressure, how they collaborate, and ultimately how they perform.

Strong cultures aren't built by trying to make everyone the same. Teams will always have different personalities, motivations, experiences, and ambitions.

The goal isn't uniformity...it's alignment.

Alignment comes from helping everyone to understand:

- Where we're going – The Vision.
- What we're trying to achieve – The Mission.
- How we are all expected to behave – The Shared Values.

Sharing the Vision, Mission, and Shared Values in a genuine way, where they can each be challenged, adapted, and owned...means this language becomes a shared one.

Shared languages create shared expectations, creating accountability, ownership, and better decision-making.

> Leaders don't build culture by imposing rules.

> They create the conditions for culture to emerge through intentional conversations.

People are far more likely to commit to something they helped create than something they were simply told to follow.

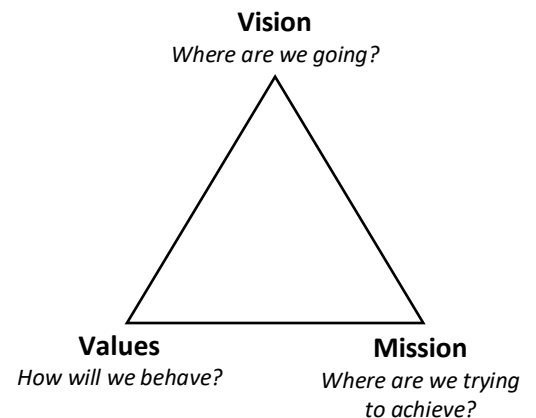
A simple way to assess alignment is to, during one-to-ones, ask every member of our teams three questions:

- Where are we trying to get to?
- What are we trying to achieve right now?
- How do we expect each other to behave?

If every answer is different, this means we've uncovered an opportunity, not a failure.

Alignment begins with conversations.

The Culture Triangle



Leadership is not about being in charge. It's about taking care of those in your charge.

- [Simon Sinek](#)

The culture of any organisation is shaped by the worst behaviour the leader is willing to tolerate.

- [Steve Gruenert & Todd Whitaker](#)

Legacy is not what I did for myself. It's what I'm doing for the next generation.

- [Vitor Belfort](#)

**EVERY DECISION SHAPES
YOUR CULTURE**



**START WITH ALIGNMENT...
...DECIDE WITH INTENTION...
...LEAD FOR IMPACT!**

2. Decision Making & Standards

"What are your decisions teaching your culture?"

Every decision sends a message. Over time, those messages influence your team's culture.

Each decision reinforces what is:

- Rewarded.
- Tolerated.
- Protected.
- Expected.

The easiest decision often creates the biggest long-term cost.

> Decisions made for short term comfort often weakens team culture.

> Long-term standards often require short-term discomfort.

"Every decision you make teaches your team what matters."

To be intentional and protect your culture, decisions should be anchored in your shared:

- Vision – Where are we going?
- Mission – What are we trying to achieve.
- Values – How do we behave?

Consistent decisions, made within the constraints of the shared language, build trust, accountability, and ownership.

Every important decision should be run through three lenses:

- The head – is it logical?
- The heart – how will people experience it?
- Ownership – who needs to be involved?

Then it is important not to stop reflecting once the decision has been made.

This is when we should consider:

- The implementation – How will this happen?
- Buy-in – Why would people support this?
- Long-term sustainability – Will this last?



Short-Term Relief	Long-Term Resilience
Avoid conversations.	Hold standards.
Lower standards.	Coach through discomfort.
Rescue people.	Create ownership.
Keep everyone happy.	Stay consistent.
↓	↓
Long-term consequence: = Culture weakness	Long-term consequence: = Culture strengthens

Remember the quality of your leadership isn't measured by the decisions you made today.

It's measured by the culture those decisions create tomorrow.

Everett Rogers' Diffusion of Innovations explains why change is adopted gradually through innovators, early adopters, early majority, late majority, and laggards.

- [Everett Rogers](#)

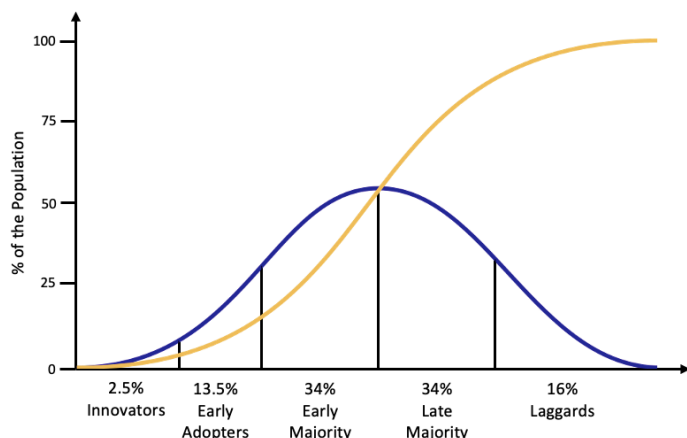
The Kubler-Ross Change Curve demonstrates that people experience emotional stages during significant change rather than moving immediately to acceptance.

- [Elisabeth Kübler-Ross Foundation](#)

Buy-In: People Adopt Change at Different Speeds

Not everyone will embrace a decision at the same time. Great leaders don't expect everyone to move together...they lead each group differently.

Don't mistake slow adoption for failure to implement change. People rarely buy into a decision immediately; they buy into what they repeatedly experience. Therefore, build momentum with those who are ready and celebrate progress rather than demanding perfection.



Early Adopters:

- See the value quickly.
- Build momentum.
- Become advocates for the change.

First Followers:

- Watch the early adopters.
- Need confidence more than convincing.
- Help turn an individual idea into a team movement.

The Majority:

- Join when they see consistency and success.
- Need clarity, support, and reassurance.
- This is where real culture change happens.

The Late Adopters (Laggards):

- Often resist through uncertainty, habit, or previous experiences.
- Require patience, coaching, and clear expectations.
- Some will eventually come on board; others may choose not to.

3. Succession & Capability Building

"Who is ready to lead because of you?"

One of the most important aspects of leadership isn't creating more followers...rather it is creating future leaders.

In order to do this, it is important to shift our mindset from being indispensable, to building capability. Capability, more often than not, grows from opportunity not before it.

Afterall, our greatest legacy is the people we develop, and leaders rarely come fully formed, they are built through:

- Responsibility.
- Challenge.
- Support.
- Trust.
- Recognition.

> Challenge without support creates anxiety, whereas support without challenge creates comfort.

> Trust, as a leader, is an important bridge between capability and confidence.

> Recognition reinforces growth and encourages continued development.



Leader-Centred	Leader-Nurturing
Solves every problem.	Develops problem solvers.
Makes every decision.	Develops decision makers.
Seeks recognition.	Shares recognition.
Protects status.	Develops successors.
Gives answers.	Asks questions.
Controls outcomes.	Builds ownership.
Creates dependence.	Builds capability.
Hoards responsibility.	Delegates responsibility.
Avoids being challenged.	Invites challenge.
Wants followers.	Develops leaders.
Measures success by personal achievement.	Measures success by people development.
Becomes indispensable.	Makes themselves replaceable.

Culture is simply a shared way of doing something with passion.

- [Brian Chesky, Airbnb](#)

If your actions inspire others to dream more, learn more, do more, and become more, you are a leader.

- [John Quincy Adams](#)

THE TRUEST MEASURE OF YOUR LEADERSHIP...



**IS IN THE SEEDS YOU SOW...
FROM WHICH TREES WILL GROW...
..UNDER WHOSE SHADE YOU DO
NOT EXPECT TO SIT!**

4. Legacy Thinking

"What will still exist because you were here?"

Your legacy is not about what you achieved whilst you were leading, it's about what continues after you're gone.

> This is built through consistent daily actions.

Leaders who leave the biggest legacy lead from thoughts about tomorrow's culture rather than today's results.

However, we cannot ignore today's results completely. Therefore we need to consistently think on two questions:

1. Does this solve today's problem?
2. What does this teach tomorrow's culture?

Your influence ends when you leave, but your legacy begins when others continue without you.

Sustainable Change

Change is sustainable when it is built through:

- A shared purpose:
When people understand **why** change matters, they commit to something bigger than the task itself.
- Shared ownership:
People support what they help create. Lasting change happens when responsibility is distributed, not dictated.
- Consistent behaviours:
Culture isn't built by one-off actions. It's formed through the standards and behaviours we repeatedly demonstrate every day.

Every action we take and change we try to make leaves a ripple which we call *the leadership wake*.

- **Today: Solve the problem.**
Address the immediate challenge and make the right decision for the present.
- **Tomorrow: Develop the person.**
Use every challenge as an opportunity to build confidence, judgement and capability in others.
- **Forever: Strengthen the culture.**
Consider what today's actions teach about the standards, values and behaviours that will continue long after you're gone.

THE LEADERSHIP WAKE



Influence	Capability	Legacy
"Follow me..."	"Lead beside me..."	"Lead without me..."
Results.	Confidence.	Future Leaders.
Standards.	Ownership.	Succession.
Direction.	Growth.	Culture.

LEGACY STARTS WITH:

**RESPONSIBILITY • TRUST • CHALLENGE
SUPPORT • RECOGNITION**

The greatest use of life is to spend it doing something that will outlast it.

- [William James](#)

The LAMDA Integrated Leadership Framework

The LAMDA Integrated Leadership Framework provides a connected pathway for developing leadership at every level:

- **Self-Leadership:** Lead yourself with discipline, purpose, and integrity.
- **People Leadership:** Build trust and help others succeed.
- **Culture:** Shared behaviours become shared expectations.
- **Capability:** Develop people who can think, decide, and lead independently.
- **Succession:** Create leaders who can continue the journey without you.
- **Legacy:** Leave behind a culture and capability that continues to grow because you were there.

Partner with LAMDA Solutions

At LAMDA Solutions, we work with organisations to develop confident, capable middle leaders who can drive performance and shape culture.

Whether you're looking to develop your own leadership or strengthen leadership across your organisation, our coaching, workshops, and programmes are all grounded in the LAMDA Integrated Leadership Framework.

If you're looking to invest in your leaders...or your own development...reach out via LinkedIn (either directly to me or through LAMDA Solutions).