

The Executive Playbook

For leaders who want to improve a specific aspect of their day-to-day practice. Work through five 20-minute sessions with time to try actions between them. Produce a role focus, delegation agreement, feedback draft and learning review. Respect confidentiality and your organisation's policies; this is not a formal performance or employment process.

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Chapter 1: Choose a leadership focus

Start with a recent situation and evidence of its effects. Separate responsibilities you own from expectations that need negotiation.

1. What situation would you like to handle better? What did you observe, and what are you assuming?

2. Choose a leadership focus from role and time evidence

Responsibility	Who relies on it	Time observed	Clarification

3. Compare time with responsibilities

Activity / responsibility	Time observed last week	More / less / different attention	Reason

4. Choose one focus and one observable sign of improvement. Whose perspective would help test your interpretation?

Next: Optional priority matrix; carry one focus into delegation.

Chapter 2: Make delegation an agreement

Bring forward your notes from chapter 1. Use a task connected to chapter 1. Consider readiness, workload, authority and development needs. The recipient must have space to discuss constraints; accountability is not permission to leave someone unsupported.

5. Define the delegation proposal

Result and done standard

Deadline

Decisions the recipient can make

Decisions still requiring agreement

6. Check capacity before asking

Experience

Available time

Information

Resources / support to arrange

7. Rehearse the delegation conversation

Explain the purpose and proposed ownership; invite questions and discuss support, check-ins and escalation.

8. Record the actual agreement

Recipient agreement or reason not to delegate

Agreed result / authority

Support and check-in

What remains my responsibility

Next: Carry the actual agreement and check-in into practice.

Chapter 3: Prepare a useful feedback conversation

Bring forward your notes from chapter 2. Choose a specific, recent observation. Describe impact as your perspective and ask for theirs. Avoid labels about motives or personality. Use appropriate formal channels for serious conduct or safety concerns.

9. Separate observation from interpretation

Observed words or actions	Impact observed
My interpretation	Context still unknown

10. Draft the conversation opening

State the observation, why it matters and an invitation to their perspective.

11. Prepare a request you can discuss

Practical change to request

Context to ask about

Support that may help

Alternative to consider

12. Review the conversation

What was agreed

Where views still differ

Next action / support

Review date

Next: Carry agreement or disagreement into the decision context.

Chapter 4: Make a decision transparently

Bring forward your notes from chapter 3. Use an unresolved decision from the previous chapters. Identify whose input is needed, who decides and who must be informed. Record uncertainty instead of presenting a preference as certainty.

13. Define the decision

Decision and deadline

Decision owner

Affected people

Required consultation

14. Make a transparent decision

Option	Benefits	Costs	Risks/reversibility	Missing information

15. Which input would change your choice? How will you obtain it without delaying indefinitely?

16. Keep a decision record

Choice and reasons

Important uncertainty

Communication plan

Conditions for revisiting

Next: Carry reasons and review conditions into leadership review.

Chapter 5: Review your leadership practice

Bring forward your notes from chapter 4. Return to the focus and signal from chapter 1. Combine your observations with consented feedback; disagreement is useful information. Keep private notes secure and avoid unnecessary identifying details.

17. What did you try across delegation, feedback and decisions? What evidence of impact do you have?

18. Where did outcomes differ from expectations? What context or competing explanation matters?

19. Choose one practice to keep and one to adjust. Define the next small action and needed support.

20. Fortnightly leadership practice log

Date / situation	Practice	Observed result	Context / learning	Next review

21. My take-away plan

Priority or practice to continue

Next action and timing

Support or agreement needed

Review date and observation

22. Two later check-ins

Return on the dates you choose; revising or stopping is a valid outcome.

Date	What still works / changed conditions	Next choice