Lead *by Letting Go*

Teach *Values*	What are your non-negotiable core values?	Are they published to everyone on the team?	Why were those values selected?	What does real-life application look like?
Train *Skills*	What observable skills are required for the job?	How should team members apply these skills?	Who on the team decides when someone is proficient?	What heuristics can you provide to enable independent decision-making?
Lead *by Letting Go*	Does each team member know they can make mistakes without fear?	What's the worst that can happen when a team member makes a mistake?	***Are you prepared to deflect praise to your team when they perform well?***	***Are you prepared to take sole responsibility when the team performs poorly?***

Train *Skills*

Teach *Values*

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TEACH – TRAIN – LEAD

This framework is based on many years building and leading teams, failing and learning along the way. The full force of this model is realized when coupled with the book and course. But *anyone* who wants to grow into an adaptive leader, *at any level*, can apply this model immediately to focus their effort and provide meaningful support to their teammates.

Teach *Values*

When onboarding a teammate, your first priority is introducing your organization's core values. How is their conduct evaluated? *This isn't about metrics or appraisal forms*. What kind of people do you employ? How should they value clients? When faced with an ethical dilemma, how should they approach it?

Train *Skills*

Prepare them for their role. What skills will they perform on a regular basis? If possible, describe and demonstrate the skill before asking them to attempt it. Then allow them to make *as many mistakes* as necessary—and self-identify those mistakes—to enable the best learning.

Lead *by Letting Go*

Letting go to operate independently is the most important part of this process. You won't feel like they're "ready" and that's okay. But you must show that you trust them by *actually trusting them* to do their job. They're going to make mistakes, no one's perfect. But the earlier you let go, the more they'll invest themselves in the job and the more likely they'll look for more ways to contribute.

Remember this is a cycle. "Letting go" doesn't mean ignoring forever. While you trust the team to get the job done, you also owe them attention, feedback, and mentorship. Coach them through tough problems, demonstrate your willingness to be available. Then they'll come to you when they really need help or are stuck in a bind. When they come to you with the really hard stuff, that's even hard *for you*, that's when you know it's working.