



## Resident Guru Summary

13 Apr 2026

### LEADERSHIP LEVERAGE — MENTOR STUART TAN

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#### OVERVIEW

In this second session of Leadership Leverage, Master Trainer Stuart Tan delivered a deep-dive into practical leadership frameworks tailored for entrepreneurs and small business owners. Building on the foundations established in Session 1, Stuart introduced Daniel Goleman's six situational leadership styles — directing, pace-setting, authoritative, affiliative, democratic, and coaching — emphasising that high-impact leaders must calibrate their style to the specific context and individual. He then unpacked the Six Leadership Conversations framework, covering connection, performance, development, influence, and healing conversations, and demonstrated how NLP-based skills such as calibration, metaprograms, and pacing-and-leading enable leaders to forge authentic connection before directing or coaching. A substantial portion of the session focused on workflow atomisation — decomposing tasks into the smallest executable units to achieve clarity, enable delegation, and support continuous optimisation. Stuart connected this directly to modern AI leadership, sharing how his team runs structured weekly sprints to incrementally adopt AI tools, coaching employees to become 'AI managers' of agentic workflows. He introduced the coaching quadrant (clear work process × clear coaching process) as a diagnostic for coaching effectiveness, and taught two types of NLP reframing — content and

context — as tools for shifting resistant mindsets. The session concluded with candid personal examples on handling employee emotional crises with psychologically informed empathy, reinforcing that humanising precedes systemising.

## NOTES

### DANIEL GOLEMAN'S SIX SITUATIONAL LEADERSHIP STYLES

- Effective leaders draw from six styles like golf clubs — each suited to a different situation.
- Directing: appropriate for emergencies; take charge and tell people what to do.
- Pace-setting: useful in mentoring contexts, but can alienate those who cannot keep up.
- Authoritative: communicate vision and lead forward — distinct from authoritarian control.
- Affiliative: people-first approach; builds inclusion and morale.
- Democratic: consults the group before deciding; powerful for consensus but slow.
- Coaching: in high demand today, but requires a coachable individual and a clear process.
- Foundation: emotional intelligence (EQ) — read Daniel Goleman's Primal Leadership and Emotional Intelligence.

### THE SIX LEADERSHIP CONVERSATIONS

- Connection — how to establish rapport, build networks, and stay informed.
- Performance — setting expectations and giving/receiving feedback (the performance cycle).
- Development — coaching and mentoring conversations to grow talent.
- Influence — influencing without formal authority (applies to vendors, partners, clients).
- Healing — psychologically informed conversations: deep listening, conflict resolution, non-violent communication.
- Not all leaders naturally excel in all six — deliberate development is required over years.
- The quality leaders remember most in great leaders: empathy, consistency, belief, calm under pressure — all heart intelligence, not brain intelligence.

### NLP-BASED CONNECTION SKILLS: CALIBRATION, METAPROGRAMS & PACING-LEADING

- Calibration: observe physiological cues (breathing rate, eye movement, posture, gestures) relative to each individual's personal baseline — not against a generic standard.
- Matching breathing rate creates a subtle sense of shared emotional state.
- Metaprograms: ~165 psychological filters; ~16 are actively relevant to leadership.
  - Toward vs Away-From: does the person move toward desired outcomes or away from feared ones?
  - Abstract vs Concrete (cognitive chunk size): abstracts think big picture; concretes need granular detail.
  - Sameness vs Differences: identifies innovators (differences) versus process-followers (sameness).

- Use metaprogram awareness in hiring, relationship-building, and calibrating feedback delivery.
- Pacing-and-leading: pace the person's existing frame (match metaprogram language), then lead them toward a new perspective — avoid leading without pacing first.
- Resistances come in three types: personal (internal state), interpersonal (relationship friction), situational (environmental factors).

### **PERFORMANCE CONVERSATION: EXPECTATIONS, OBSERVATION & FEEDBACK**

- Clarity means specificity — abstract leaders must chunk down to concrete, executable instructions.
- Use AI to pre-check your own task briefings: 'I'm about to tell my employee X — give me feedback on clarity.'
- Performance is the process, not the result — observe HOW the work is being done, not just the output.
- Document concrete observations before giving feedback; avoid vague or emotionally charged language.
- Feedback timing must match task complexity: 24-hour tasks → check within 24 hours; 7-14 day tasks → check at the midpoint.
- Feedback framing: ask 'Can you tell me what I am missing?' rather than 'Why didn't you do this?'
- Diligence as a leader = proactive observation + offering resources mid-cycle, not micromanagement.
- Model of delegation: assign task + judgment criteria + example of excellence → employee can decide without constant approval.

### **WORKFLOW ATOMISATION FOR LEADERS**

- Unclear workflows → chaos, especially when onboarding new team members.
- Atomisation framework — ask for each workflow:
  - What is the outcome?
  - What does excellence look like? (provide an example)
  - What are the ingredients (inputs, assets, decision criteria)?
  - What are the exact step-by-step actions, from trigger to completion?
- Atomised workflows are: predictable, replicable, patchable at any stage, and optimisable.
- Every workflow must have a named owner — even AI-agentic workflows.
- Avoid handing a new employee a thick SOP manual to read — onboard through hands-on execution within 7 days.
- AI workflows (e.g., Claude Cowork) follow the same atomisation logic: trigger → step → output → feedback.
- Maintain contingency manual processes for when AI fails or behaves unexpectedly.

### **AI & DIGITAL LEADERSHIP: THE SPRINT APPROACH**

- Digital leadership is an emerging style that Goleman's six do not yet capture — leaders must stay literate in AI trends.
- Do not try to learn everything at once — assign one new AI skill per day, consistently.
- Sprint structure (7-day cycles):
  - Establish a clear hypothesis (e.g., 'Cowork can build a Meta ads creation engine by end of week').
  - Execute daily, document feedback, iterate.
  - Check in at the midpoint (day 3–4) if signals are off.
  - Present team findings at weekly meeting; share prompts and skills across the team.
- AI shrinks sprint timelines from 2 weeks to ~7 days.
- Empower team members to become 'AI managers' — name AI agents like employees, and have staff own and maintain those workflows.
- Challenge the process: if a team member finds a better AI-driven way, reward them with the same pay for less effort.
- AI augments experts — contextual knowledge remains the competitive differentiator, not the tool itself.

### 🎯 **COACHING EFFECTIVENESS: THE WORK-COACHING PROCESS QUADRANT**

- Four quadrants based on two axes: clarity of work process (what to do) × clarity of coaching process (how to guide).
  - Clear work + clear coaching → highest probability of successful development.
  - Clear work + unclear coaching → tasks get done but relationship/culture suffers.
  - Unclear work + clear coaching → circles without traction; common in inexperienced coaches.
  - Unclear work + unclear coaching → chaotic; no development occurs.
- Coaching only starts once you have defined the workflow — you cannot coach what you cannot describe.
- Within 15 minutes of a coaching session, walk the team member through the live workflow; get them to execute one complete cycle.
- Great coaching asks questions that let the person discover gaps themselves — rather than telling them what to do.
- If a coaching client keeps coming back stuck, the gap is usually in the work process, not the coaching process.

### 🔄 **REFRAMING: CONTENT AND CONTEXT**

- Reframing = offering a different perspective so the other person sees the same situation in a new light.
- Content reframe: change the meaning of a word or label (e.g., 'lazy' → 'missing judgment criteria').
- Context reframe: the same behaviour is positive in one context and negative in another (e.g., working until 2am — hardworking vs. not taking care of health).
- Foundation principle: always presume the highest positive intention in the other person.

- Reframe yourself first before reframing others — your internal state shapes every interaction.
- Sequence for influencing resistant team members on AI adoption:
  - Build goodwill first — show how it makes their work easier.
  - Reframe objections with empathy ('I hear you — has it occurred to you that...?').
  - Reinforce early positive behaviours immediately — catch people doing things right.
- Reframing is a 6-hour discipline in NLP; treat these principles as entry points, not a complete toolkit.

## ♥ HANDLING EMOTIONS AS A LEADER

- Manage your own emotional state first — your voice tone and internal dialogue directly affect your team's emotional experience.
- When a human exception arises (illness, family crisis, grief), humanise before systemising — hold space, do not redirect to tasks.
- Practical example: paying an employee's father's hospital bill without being asked → built irreversible loyalty.
- Listen to context and emotional state deeply before offering any reframe or coaching.
- Trust-but-verify: confirm the facts discreetly (e.g., call the hospital), without making the employee prove their story.
- Building goodwill pays compounding dividends — employees who feel seen will self-motivate without micromanagement.
- Recognise that not all employees reciprocate; hire for appreciation and alignment of values, not just skill.
- Know your own limits: when emotional situations exceed your bandwidth, give yourself time to think before responding.