

EMERGING LEADER DEVELOPMENT SERIES

The Emerging Leader Development Guide

TOOLS COMPANION · MODULES I AND II

TWENTY-SIX THINKING TOOLS NAMED AT THE SOURCE

*Every one of these is embedded in the practicum.
This is where they are named.*

Not a shortcut. A catalogue of how good operators think.

MODULE I

12 TOOLS

MODULE II

14 TOOLS

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The tools, and where they came from.

Every exercise in this series uses an established thinking tool. None of them are named in the fieldwork, on purpose — a practice works better when someone is doing the thinking than when they are learning a vocabulary. This is where the names live.

Two ways to use this. If a practice landed and you want to go further, find it below and go to the source. Or read it straight through as a short catalogue of how good operators think, and use it to recognize which one a situation is asking for.

This is not a shortcut

Reading about a tool and running one are different activities, and only one of them changes anything. Every tool here is in the practicum attached to real work with a real cost. Take it there.

The series at a glance

	What it builds	Tools
Module I · Foundations of Leadership	How you see, decide, and act when other people are involved. Ten practices.	12
Module II · Personal Effectiveness	How you turn limited time and attention into results that repeat. Eight practices.	14

Both practicums are free at jeremywalker.us. Neither requires a book, and neither requires this page — the tools are already inside the work.

Every tool here is a page you can take

Each tool in this companion is also a standalone page in Notion with room to work it. Open one, duplicate it, and it lands in your own private space to edit however you like.
Find them at jeremywalker.us/emerging-leaders.

Module I · Foundations of Leadership

Twelve tools across ten practices.

The tools that build how you see, decide, and act when other people are involved.

Tool	Practice	What it is, and the source
Five Whys	2	Asking why repeatedly to reach the assumption under a conclusion. Taiichi Ohno, Toyota Production System.
Trigger, story, response	3	The interpretive gap between stimulus and reaction. Viktor Frankl; developed in Kerry Patterson et al., Crucial Conversations.
Circle of control	4	Separating what you control, what you influence, and what you can only worry about. Stephen Covey, The 7 Habits of Highly Effective People.
Reversible and irreversible decisions	5	One-way and two-way doors, and matching deliberation to which one you are facing. Jeff Bezos, shareholder letters.
The pre-mortem	5	Assuming failure has already happened and working backward to find why. Gary Klein, Harvard Business Review.
The curse of knowledge	6	Once you know something you cannot imagine not knowing it. Chip and Dan Heath, Made to Stick.
Commander's intent and the back-brief	6	Stating intent clearly enough that people can act when the plan breaks, then having them say it back. U.S. Army doctrine.
Advocacy and inquiry	8	The difference between asking to find out and asking to persuade. Chris Argyris; Edgar Schein, Humble Inquiry.
Ladder of leadership	8	Language that moves ownership from the leader to the person doing the work. L. David Marquet, Turn the Ship Around!
Situation, behavior, impact	9	A feedback structure that stays on events instead of character. Center for Creative Leadership.
Who's got the monkey	10	Noticing the moment a problem quietly transfers from someone else's desk to yours. William Oncken Jr. and Donald Wass, Harvard Business Review.
Task-relevant maturity	10	Matching how closely you supervise to the person's experience with that specific task. Andrew Grove, High Output Management.

Module II · Personal Effectiveness

Fourteen tools across eight practices.

The tools that turn limited time and attention into results that repeat.

Tool	Practice	What it is, and the source
Leading and lagging measures	1	The result you influence versus the behavior you control. Chris McChesney, Sean Covey and Jim Huling, The 4 Disciplines of Execution.
Know thy time	2	Recording where time actually went rather than estimating it from memory. Peter Drucker, The Effective Executive.
Attention residue	3	The part of your attention that stays on the task you just left. Sophie Leroy, Organizational Behavior and Human Decision Processes.
Maker's and manager's schedules	3	Why work requiring sustained thought needs unbroken hours, not fragments. Paul Graham; developed in Cal Newport, Deep Work.
What can I contribute?	4	Replacing the question of what you are responsible for with what the situation needs. Peter Drucker, The Effective Executive.
The next process is your customer	4	Judging your output by what the receiver can do with it. Kaoru Ishikawa, Japanese quality movement.
Sunk cost	5	Why spent time and money feel like reasons to continue when they are not. Daniel Kahneman and Amos Tversky; Richard Thaler.
Work-in-progress limits	5	Capping active work so new commitments must displace rather than stack. David J. Anderson, Kanban.
Theory of constraints	6	A system moves at the speed of its bottleneck; improving anything else changes nothing. Eliyahu Goldratt, The Goal.
Eliminate before you automate	6	Removing low-value work rather than making it more efficient. Taiichi Ohno, Toyota Production System.
The next-action test	7	Naming the very next physical action so a decision becomes behavior. David Allen, Getting Things Done.
Implementation intentions	7	When-then triggers, which survive a busy week far better than plain intentions. Peter Gollwitzer.
Checklists and pre-decided rules	8	Structure that carries knowledge when attention cannot. Atul Gawande, The Checklist Manifesto.
The after-action review	8	Separating what you did not know from what you knew and did not do. U.S. Army doctrine.

Influences

Selected influences & further reading

No book is required to start or complete either practicum. Its structure, language, exercises, and application sequence are built for this series. These works helped shape the thinking behind the series. They are not required reading.

- Ronald Heifetz and Marty Linsky — adaptive leadership, leadership versus authority, systemic diagnosis, resistance, and the internal demands of leadership.
- L. David Marquet — intent-based leadership, decision ownership, competence, clarity, and building leaders rather than dependence.
- Peter F. Drucker — effectiveness, contribution, strengths, priorities, and disciplined decision-making.
- J.W. Walker — STRYN and The Operator's Edge: awareness, agency, alignment, execution; signal, presence, multiplier effect, values in action, leverage, and response under pressure.

Using this with someone else

This is free. Use it, share it whole, and run it with anyone — someone you are mentoring, a new supervisor, a team member you are bringing along. Keep the attribution on it and do not sell it. If you are running someone through it and it is working, or it is not, I would love to hear about it.

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Leadership · Judgment · Execution

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