WORKSHEET + WORKED EXAMPLE

Change the Conditions Behind Team Problems

A view of the conditions shaping the work and one shared change to try.

25-30 minutes | Leadership conditions review

Use it in three moves

1. Begin with a recurring moment and hear the different experiences of it.
2. Look at identity, relationships, direction, and the conditions connecting them.
3. Choose a small shared change and return to what it made possible or difficult.

What recurring moment deserves attention?

Use a concrete scene rather than a score for the team.

What does this environment invite people to become?

Ask about patterns without assigning fixed identities.

What is happening between people?

Look at access, trust, repair, and whose voice carries weight.

Change the Conditions Behind Team Problems

YOUR WORKING NOTES / CONTINUED

What shared purpose or priority is clear or unclear?

Listen for different legitimate interpretations.

Which structures or habits sustain the pattern?

Include the parts leaders control.

What condition will we change together?

Choose one practice within reach, not a total culture transformation.

What will we listen for at the review?

Include changes in experience, not only throughput.

A question for me

What am I doing that helps this condition continue?

See one way through

FICTIONAL WORKED EXAMPLE / NOT THE ANSWER TO YOUR SITUATION

What recurring moment deserves attention?

Requests bounce between three teams because no one is sure who can make the final decision.

What does this environment invite people to become?

People learn to avoid ownership because taking it can mean responsibility without authority.

What is happening between people?

People ask a familiar colleague privately instead of using the formal request route.

What shared purpose or priority is clear or unclear?

One team optimizes speed; another protects accuracy. Neither knows which trade-offs are authorized.

Which structures or habits sustain the pattern?

Conflicting measures, unclear decision roles, and no regular place to resolve exceptions.

What condition will we change together?

Map decision roles for one request type and test a short weekly exception conversation.

What will we listen for at the review?

After two weeks, ask whether people can act with clearer authority and whether disagreements are easier to discuss.

The thinking behind it

People shape the work, and the work shapes people. Include your own participation in the pattern and let other people help change your account of it.

This is an original Leader Rebellion exercise grounded in Nic Payne's Holistic Shaping approach. It brings several leadership and team-effectiveness themes into a conversation about lived conditions. It is not a validated culture score or a rebranded assessment.

Read You Have a Culture Problem by Nic Payne