WORKSHEET + WORKED EXAMPLE

Use Frameworks With Judgment

A source-aware way to use a model without turning it into a verdict.

15 minutes per topic | A practical guide to models, labels, and their limits

Use it in three moves

1. Choose a topic in the field guide and read its context and limits.
2. Apply the questions to a real situation, with the affected person's account.
3. Try one useful change and revise the lens if it stops helping.

Start with the question you need to answer

Choose a topic from the guide below. What would a useful answer change in real work?

Say what the model actually claims

Separate a descriptive lens, a research model, a metaphor, an assessment, and a management prescription.

Use Frameworks With Judgment

YOUR WORKING NOTES / CONTINUED

Check the person and the situation

Ask for their account and observe the work. Keep uncertainty and alternative explanations visible.

Choose an action that does not require a label

Change a condition you can check and invite people to shape it.

Return to the effect

What changed, whose experience matters, and what would make you revise the approach?

A question for me

What might this framework make me overlook?

See one way through

FICTIONAL WORKED EXAMPLE / NOT THE ANSWER TO YOUR SITUATION

Start with the question you need to answer

We want to understand why some colleagues need more preparation time before a discussion.

Say what the model actually claims

A personality framework describes tendencies or preferences; it does not tell us what this person needs in this meeting.

Check the person and the situation

Ask colleagues whether an agenda in advance would help. Check access, language, topic familiarity, and meeting format.

Choose an action that does not require a label

Send the question one day ahead and allow written input, without assigning anyone an introvert label.

Return to the effect

After two meetings, ask whether preparation and participation improved. Change the format if it did not help.

The thinking behind it

People are shaped by opportunities, expectations, relationships, and material conditions. A label should never become an excuse to stop asking what could change.

This original Leader Rebellion field guide gives explicit context and practical alternatives for frameworks in the source collection that should not be treated as universal laws, informal diagnoses, or automatic decisions. Each topic below names the model and its limits. It does not reproduce assessment instruments or summarize entire books.

The Good Boss · Original collection context

Read You Have a Culture Problem by Nic Payne

FRAMEWORK FIELD GUIDE

Ikigai and the four-circle diagram

Ikigai concerns what makes life feel worth living; it need not be paid work. The familiar career diagram asks about what you enjoy, can do, others need, and can be paid for. Treat that as a modern career-reflection device, not a definitive Japanese formula.

Try this

Try four separate notes: enjoyable moments; capabilities you want to use; needs you care about; practical income and life constraints. Look for one experiment rather than a single perfect calling. Leave room for meaning outside work.

Keep in view

Do not tell someone their purpose or imply that every worthwhile activity must earn money.

A useful next step

Find More Meaning in Your Work

Open the free Lab

What this changes in my situation

FRAMEWORK FIELD GUIDE

Spiral Dynamics

Spiral Dynamics, developed by Don Beck and Chris Cowan from Clare Graves's work, describes value systems using colors. The collection presents a progression through survival, security, power, order, success, community, integration, and holistic concerns. This is a theoretical lens, not a license to rank people or cultures.

Try this

Instead of assigning a color, ask which needs or values are in tension in a specific decision. Invite each person to describe what they are protecting. Agree a response that acknowledges the trade-off.

Keep in view

A disagreement does not establish that one person is at a lower stage of development.

A useful next step

Agree How Your Team Works

Open the free Lab

What this changes in my situation

FRAMEWORK FIELD GUIDE

Maslow’s hierarchy of needs

Maslow’s familiar model discusses physiological needs, safety, belonging, esteem, and self-actualization. It is often drawn as a fixed staircase, but a manager should not assume needs occur in a universal order or diagnose a colleague’s unmet needs from behavior alone.

Try this

Ask about practical conditions, security, connection, recognition, and room to develop. Let the person choose what to discuss. Address a concrete barrier without requiring them to disclose private circumstances.

Keep in view

Do not substitute a purpose conversation for fair pay, manageable work, or required support.

A useful next step

Ask What Support Is Missing

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What this changes in my situation

FRAMEWORK FIELD GUIDE

The Hero's Journey

Joseph Campbell's broad arc is departure or separation, initiation, and return. It can help organize a story of change and learning. It does not require a heroic manager, a villainous colleague, or a claim that every life follows the same plot.

Try this

Draft three short parts: what changed or called for a response; what was tried, learned, and supported by others; what returned to the group as useful learning. Include unresolved questions and shared contribution.

Keep in view

Do not turn resistance into a villain or erase the people who made the outcome possible.

A useful next step

Explain a Change People Can Shape

Open the free Lab

What this changes in my situation

FRAMEWORK FIELD GUIDE

The feedback sandwich

This familiar pattern places criticism between positive comments. It can make a concern harder to identify and make praise feel like a warning. It is a communication pattern, not an evidence-based requirement for every feedback conversation.

Try this

Keep sincere recognition specific and worthwhile in its own right. For a concern, name the observed moment, its effect, and the question you want to explore. Ask what you missed and agree support.

Keep in view

Care does not require hiding the point between compliments.

A useful next step

Care and Be Clear

Open the free Lab

What this changes in my situation

FRAMEWORK FIELD GUIDE

Moore’s Law

Gordon Moore’s 1965 observation concerned the number of components on integrated circuits; its later form is commonly associated with roughly two-year doubling. It is a historical technology trend and industry ambition, not a universal law of organizational change or a promise about AI capability.

Try this

For a technology decision, name the capability you need, current evidence, cost, dependencies, and a review trigger. Compare more than one scenario instead of extrapolating a doubling curve into a leadership forecast.

Keep in view

Do not use a semiconductor trend to claim that a team or product must improve exponentially.

A useful next step

Make a Better Forecast

Open the free Lab

What this changes in my situation

FRAMEWORK FIELD GUIDE

Animal risk metaphors

The collection groups risks with animal metaphors. An elephant in the room is an obvious issue people avoid. A gray rhino points to a large, probable, neglected threat. Black swan language concerns consequential surprises beyond ordinary expectations. Black jellyfish is used for risks that seem more obvious afterward. These metaphors are not calibrated probability categories.

Try this

Name the actual event, evidence, consequence, uncertainty, and response. Ask what is known but avoided, what deserves prevention, and what resilience would help with surprises. Keep the metaphor optional.

Keep in view

Avoid treating predictability and likelihood as the same thing, or claiming that surprises leave no room for preparation.

A useful next step

Make a Risk Matrix You Can Explain

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What this changes in my situation

FRAMEWORK FIELD GUIDE

The Big Five

The Big Five describes broad trait dimensions: openness, conscientiousness, extraversion, agreeableness, and neuroticism or emotional stability. Traits are dimensions, not five kinds of people. A brief workplace conversation is not a validated personality assessment.

Try this

Ask about preferred preparation, collaboration, feedback, and working conditions in this task. Let people revise their account. Use qualified instruments and appropriate consent if a formal assessment is actually needed.

Keep in view

Do not infer a trait score from one meeting or use an invented score to decide someone's opportunities.

A useful next step

What Kind of Help Would Be Useful?

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What this changes in my situation

FRAMEWORK FIELD GUIDE

MBTI

The Myers-Briggs framework uses four preference pairs: Extraversion-Introversion, Sensing-Intuition, Thinking-Feeling, and Judging-Perceiving. This guide explains the vocabulary; it does not reproduce or score the proprietary instrument.

Try this

If people find preference language useful, let them describe their own experience and what helps them work. Ask whether the preference changes with the task, familiarity, or context. Agree an accessible working arrangement.

Keep in view

A type label should not determine capability, role eligibility, or what someone is allowed to learn.

A useful next step

Agree How Your Team Works

Open the free Lab

What this changes in my situation

FRAMEWORK FIELD GUIDE

The Four Temperaments

Sanguine, choleric, melancholic, and phlegmatic come from a historical temperament tradition. The source uses them as leadership categories. They are not a sufficient basis for diagnosing a coworker, allocating work, or forecasting performance.

Try this

Replace a category with an observable situation: what happened, what the person says they need, and what support or agreement would help. Explore preferences without assigning a permanent identity.

Keep in view

Do not treat an ancient category as a validated modern workplace assessment.

A useful next step

Check the Expectations You Place on People

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What this changes in my situation

FRAMEWORK FIELD GUIDE

The nine-box talent grid

A nine-box grid commonly crosses assessed current performance with assessed future potential. It is a talent-review convention, not a direct measurement of a person's worth or a guarantee of future performance. Opportunity and visibility can strongly affect the evidence available.

Try this

Define the actual future work. Review evidence of relevant experience, the person's interests, access to practice, and support needed. If an organization uses a grid, make criteria, uncertainty, review, and a route to correct the record explicit.

Keep in view

Do not let an unexplained potential label become a permanent limit on development.

A useful next step

Skills and Coverage Without the Labels

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What this changes in my situation

FRAMEWORK FIELD GUIDE

The Leadership Code

The collection's Leadership Code uses competence, courage, and character, described through head, gut, and heart. These are reflection lenses, not a universal formula or a validated score of leadership quality.

Try this

Choose one decision. Competence: what do you know and what help do you need? Courage: what difficult truth or action is needed? Character: whose interests and principles are affected? Make one commitment visible and review its effect.

Keep in view

A confident self-rating is weaker evidence than a specific action and the experience of the people affected.

A useful next step

Build Trust, One Commitment at a Time

Open the free Lab

What this changes in my situation

FRAMEWORK FIELD GUIDE

The Bannister Effect

Roger Bannister's sub-four-minute mile is often used as a story about perceived limits. An example can widen what people imagine possible, but it does not prove that belief alone removes physical, social, or resource constraints.

Try this

Name a limit you assume is fixed. Find a relevant counterexample, then compare training, tools, support, and conditions. Try a bounded experiment that changes a real condition instead of demanding more belief.

Keep in view

Do not use an inspirational record to dismiss someone's real constraints or imply failure is a lack of belief.

A useful next step

Give a Big Ambition a First Step

Open the free Lab

What this changes in my situation

FRAMEWORK FIELD GUIDE

Power: five sources and the 48 Laws poster

The source collection groups leadership power into positional, relational, insight, execution, and adaptive power; the poster applies Robert Greene's 48 Laws through those categories. Some advice relies on concealment, dependency, credit-taking, or manipulation. We explain the source and provide an ethical power review rather than presenting those tactics as endorsed leadership.

Try this

Map the power you hold: formal authority; relationships and access; information and expertise; control of delivery; ability to adapt or shape options. For each, ask who benefits, who can challenge its use, and what you owe them. Make information, credit, decision boundaries, and routes for disagreement clearer.

Keep in view

People should not have to become dependent on you, surrender credit, or decode hidden intentions to do good work.

A useful next step

Earn a Hearing

Open the free Lab

What this changes in my situation

FRAMEWORK FIELD GUIDE

Flow and smart work

Flow concerns absorbed involvement in a task, often discussed with clear goals, feedback, and a relationship between challenge and skill. The collection's smart-work themes overlap with focus, prioritization, and capacity. They do not imply that a person can choose absorption regardless of interruptions or conditions.

Try this

Choose a task, clarify what good work looks like, arrange feedback, and protect a realistic period with the needed tools. Count preparation, recovery, and work shifted to others. Ask whether the arrangement actually helped.

Keep in view

Do not promise a universal productivity multiplier or treat interruption costs as a personal weakness.

A useful next step

Make Focus Possible

Open the free Lab

What this changes in my situation

FRAMEWORK FIELD GUIDE

Iceberg, sight, and insight

The collection uses an iceberg metaphor for what is visible and what lies underneath. Hemingway's literary iceberg idea concerns omission and implication in writing; applying it to organizations is a separate metaphor, not proof of an invisible cause.

Try this

Record the observable event, then list possible underlying patterns, structures, and assumptions. Mark them as hypotheses. Ask people with relevant experience what evidence supports or challenges each one.

Keep in view

A compelling hidden explanation is still a hypothesis until checked.

A useful next step

Look Beyond the First Explanation

Open the free Lab

What this changes in my situation

FRAMEWORK FIELD GUIDE

High-performing teams, leadership stacks, and operating systems

The source posters and maps arrange related leadership themes into an architecture, stack, or operating-system metaphor. They help locate topics but are not separate validated diagnoses or instructions to implement every framework at once.

Try this

Start with a real situation and choose the smallest useful lens. Check purpose, work design, roles, support, feedback, and learning as needed. Use the library's topic and type filters to find a practical activity.

Keep in view

A complete-looking diagram is not evidence that a team's actual conditions are understood.

A useful next step

Change the Conditions Behind Team Problems

Open the free Lab

What this changes in my situation

FRAMEWORK FIELD GUIDE

Book lists, notebooks, and reflection collections

A bibliography points toward further reading; it does not supply the contents of every named book. The notebook and reflection collections contain many short leadership observations and prompts. They are reference inputs, not a requirement to turn every sentence into a product.

Try this

Choose one idea, record the source, test it against a real situation, and decide one action or question. Keep what you learned beside what happened. The collection audit links these references to practical reflection, prioritization, and learning tools.

Keep in view

Do not treat a quotation or a book's inclusion on a list as proof of its claim or as permission to recreate the book.

A useful next step

Learn From What Just Happened

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What this changes in my situation