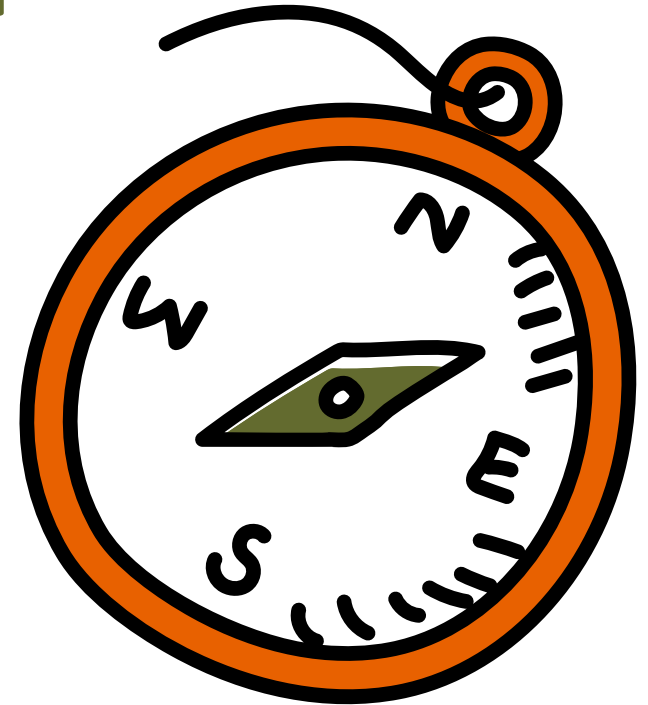


# The Leadership Compass

Developing Capacity from Within

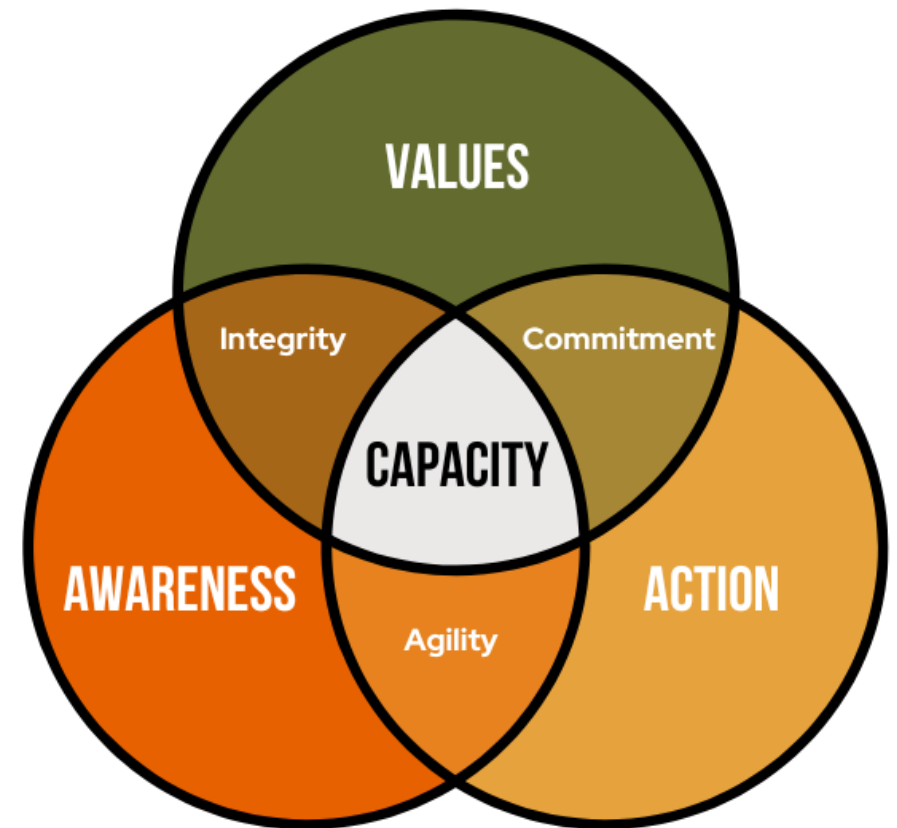
research  **ED**

Bournemouth, Saturday 7 June 2025

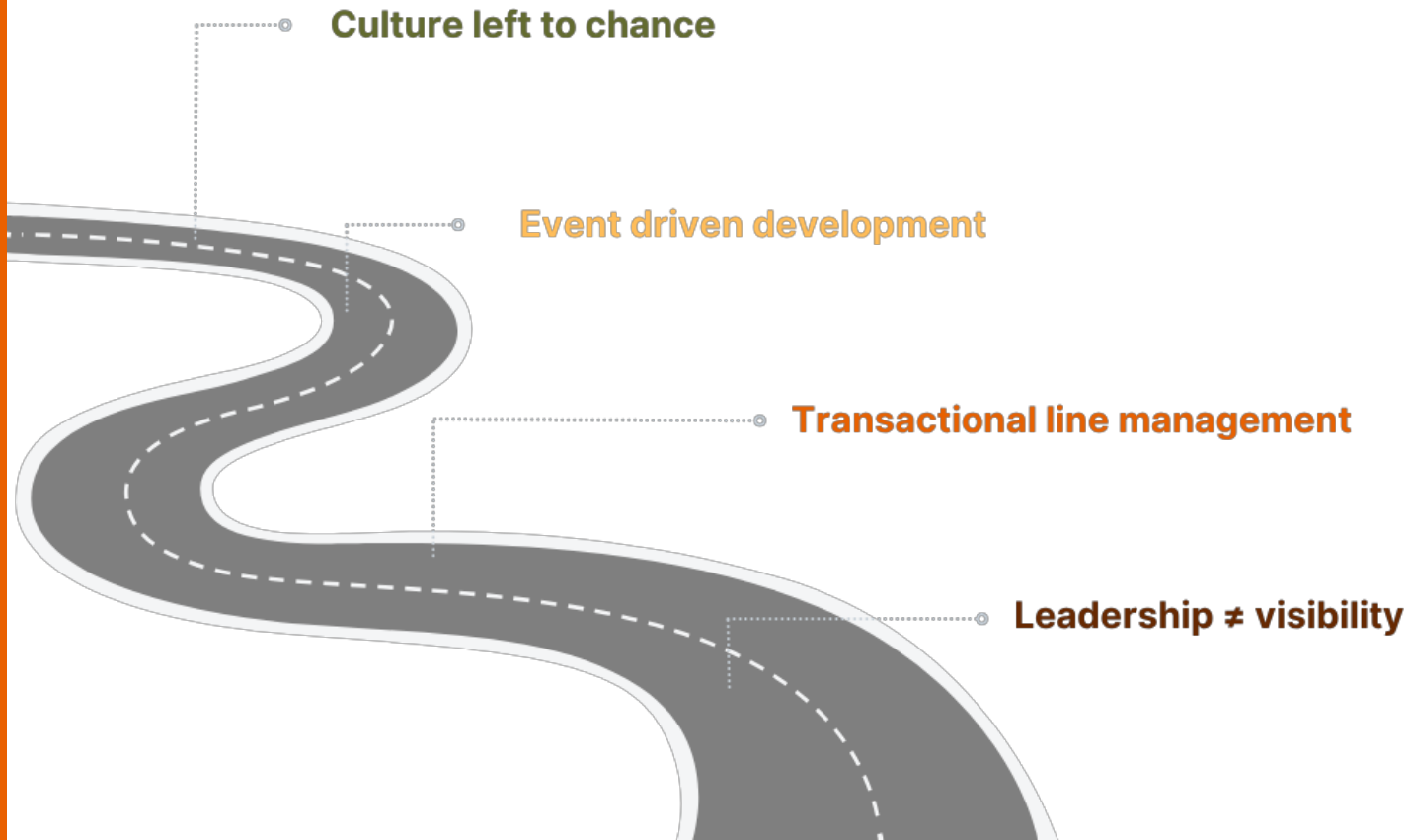


# Understanding Leadership Capacity

- ★ Leadership capacity is not simply readiness for promotion; it's the ability to think, decide, and act with integrity, agility, and commitment.
- ★ Capacity exists at every level (not just in hierarchical roles) but in how individuals influence, respond, and relate.
- ★ It is developed not just through skills training, but through reflective practice, relational trust, and values alignment.



# Why it matters



- ★ Too many leadership programmes focus on role-readiness rather than reflective readiness.
- ★ Initiative fatigue, performative compliance, and ‘ready or not’ leadership pipelines often neglect the relational foundations of effective leadership.
- ★ Coaching as a practical and research-informed way to develop the deeper dimensions of leadership.

# Using the compass to develop capacity

## PURPOSE

*"What really matters here? and what might need to matter less?"*

Cut initiative overload; connect actions to shared values.

## PERSPECTIVE

*"What are we assuming? What's the wider impact?"*

*Slow decision-making; explore unintended consequences.*

## PRACTICE

*"What habit or routine needs attention this week?"*

*Align habits with values to stay on course.*






## PRESENCE

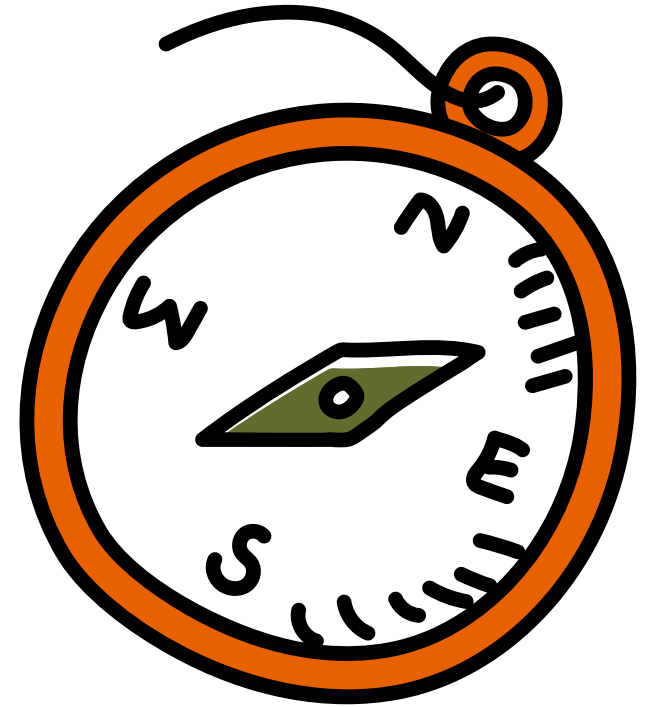
*"How are you being experienced? What do others need from you now?"*

*Develop emotional intelligence, self-awareness, courage, and consistency.*

## Example from practice: Line Management Meeting

 Before the meeting	 During the meeting	 After the meeting
<ul style="list-style-type: none"><li>★ Clarify the purpose: growth, alignment, support, and challenge</li><li>★ Share your agenda. Ask for theirs. Meetings work best when both parties arrive with clear intention</li><li>★ Review previous actions and notes to set the stage for continuity and credibility</li><li>★ Protect the time. Don't cancel</li></ul>	<ul style="list-style-type: none"><li>★ Start by listening</li><li>★ Ask coaching questions to deepen the conversation</li><li>★ Balance challenge with support. Stretch and scaffold. Raise concerns early, clearly, and kindly</li><li>★ Vagueness breeds mistrust. Connect to strategy. Keep the bigger picture in view while supporting personal growth</li><li>★ Let silence do the heavy lifting</li></ul>	<ul style="list-style-type: none"><li>★ Summarise key actions</li><li>★ Clear and simple is best. Follow up with a short note or informal check-in. It shows that the conversation mattered</li><li>★ Reflect: <i>What did I learn? What helped? What will I do differently next time?</i></li><li>★ Line management is also a mirror: how you lead others reveals how you lead yourself</li></ul>

# Thank you



[www.azimuth.org.uk](http://www.azimuth.org.uk) – José Picardo

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