

BUILT TO HOLD

Leading Yourself and Your Team Through Change, Challenge, and Crisis

PAGE 1

THE VOCABULARY

Six words. Three name what comes at you. Three name what you bring to it.

You cannot lead what you cannot name, and you cannot develop what you cannot define.

WHAT COMES AT YOU

CHANGE <i>Something ended. Not everyone has caught up.</i>	Change is the event on the calendar. Transition is what your people are still doing about it three weeks later. The event has a date. The adjustment does not. Confusing the two is why announcements fail. You are not managing the date. You are leading the distance behind it.
CHALLENGE <i>A weight, not a problem.</i>	A problem has a fix and an end. A challenge has neither. It cannot be handed to a specialist and it cannot be closed out. It gets carried, and how you carry it is the whole job. What cannot be solved must still be led.
CRISIS <i>High stakes, low information, no time.</i>	Crisis is not defined by the danger. It is defined by the collision: what matters most is exposed, what you know is incomplete, and the clock refuses to wait for either one to improve. Waiting is a decision. Make it on purpose, or it makes itself.

WHAT YOU BRING TO IT

CLARITY <i>Meaning, supplied on time.</i>	People do not react to events. They react to the story they build about events. Say nothing and they build one anyway, and the version built in the dark is rarely generous. Ambiguity is never empty. Somebody is always filling it.
CONSISTENCY <i>Predictable on purpose.</i>	The gap your team measures is the one between what you said and what you did, tracked across months, not moments. They are not asking whether they like you. They are asking whether they can predict you. Under long pressure, predictability is the only care that registers.
COMPOSURE <i>Regulated, not restrained.</i>	Swallowing a reaction is not composure. It leaks, and it costs. Composure is deciding what the moment means before the moment decides what you do. And it transfers: your state sets the room. What you regulate, they inherit. What you do not, they inherit too.

NAME IT NOW

Right now, on your floor, one of the three is live. Circle it. Then prove it.

CHANGE

CHALLENGE

CRISIS

Name it in one sentence. No jargon.

PROVE THE DIAGNOSIS

Change has a date.

Date: _____

Challenge has no end.

Carried since: _____

Crisis has a clock.

Decision due: _____

The strength it requires:

The strength I have been bringing instead:

Score against the definitions on page 1, not against the leader you wish you were. Nobody collects this page. **1 = rarely. 5 = every time.**
This is a reflection instrument, not a validated diagnostic. It is built to start a conversation with yourself, not to rank you.

READ CHANGE	1	2	3	4	5
I can tell the difference between something with a date on it and something that only feels urgent.	1	2	3	4	5
When a decision lands from above, I translate it before I forward it.	1	2	3	4	5
CHANGE total	____ / 10				
READ CHALLENGE	1	2	3	4	5
I can name the pressure my team has been carrying that nobody has called a meeting about.	1	2	3	4	5
When someone steady goes quiet, I treat that as information rather than as nothing.	1	2	3	4	5
CHALLENGE total	____ / 10				
READ CRISIS	1	2	3	4	5
I know the difference between a decision that needs an hour and one that needs a week.	1	2	3	4	5
When the clock is running, I recognize that waiting is itself a decision.	1	2	3	4	5
CRISIS total	____ / 10				
DELIVER CLARITY	1	2	3	4	5
My team hears hard news from me before they hear a version of it from somebody else.	1	2	3	4	5
When I do not have an answer, I say so out loud and give a date I will come back.	1	2	3	4	5
CLARITY total	____ / 10				
DELIVER CONSISTENCY	1	2	3	4	5
My team gets the same version of me on a bad day that they get on a good one.	1	2	3	4	5
When pressure runs long, I keep showing up the same way instead of going quiet.	1	2	3	4	5
CONSISTENCY total	____ / 10				
DELIVER COMPOSURE	1	2	3	4	5
When the clock is running, I decide inside the rules instead of waiting for permission.	1	2	3	4	5
I own the call I made, out loud, including the ones that did not work.	1	2	3	4	5
COMPOSURE total	____ / 10				

READ YOUR OWN SCORE

9 to 10	A STRENGTH	Do not just keep it. Teach it. Pick one person on your team this quarter and show them how.
7 to 8	REAL BUT UNEVEN	Unevenness is what your team feels. Find the one situation where this slips and name it out loud.
5 to 6	YOUR GROWTH EDGE	Not a weakness. The thing nobody taught you. Run one behavior for ten working days.
2 to 4	YOUR STARTING LINE	Your highest-leverage target. Everything above it gets easier once this one moves.

THE GAP WAS NEVER YOUR CAPACITY

THE GAP

Manufacturing ranks last among major industries in frontline leadership quality. Only 25 percent of leaders rate it high. (DDI, 2025)
 Of manufacturing leaders, 77 percent call clear communication essential. Only 29 percent rate their frontline leaders advanced at it. (PricewaterhouseCoopers & The Manufacturing Institute, 2024)
 Nearly two-thirds develop frontline leaders once a year. Globally, only 44 percent of managers have ever been trained. (PricewaterhouseCoopers & The Manufacturing Institute, 2024; Gallup, 2025)

You were promoted for being excellent at the work and were never handed a method for leading people through pressure. That is a setup problem, not a capacity problem, and setup problems are fixable.

THE RETURN

Managers drive 70 percent of the variance in team engagement. (Gallup, 2025)
 Across 183,806 business units, the most engaged teams record 63 percent fewer safety incidents, 32 percent fewer quality defects, and 23 percent higher profitability. (Gallup, 2024)
 Manager training produces 20 to 28 percent performance gains and 21 to 28 percent lower turnover, holding 9 to 18 months later. (Gallup, 2025)

Circle your lowest block. That word is your assignment on page 3.

A framework you cannot say out loud is a framework you do not own. Fill in the script that matches your lowest block. **Use it within 72 hours.**

SCRIPT 1 | CLARITY *Use when change lands and the room goes quiet.*

Here is what I know:

Here is what I do not know yet:

Here is what is not changing:

I will come back to you by (day and time), even if the answer is still not yet:

Coaching note: The date is the promise. Missing it will cost you more than the unknown ever did.

SCRIPT 2 | CONSISTENCY *Use when the weight has gone unnamed too long.*

I want to name something we have not been saying out loud. We have been carrying this since:

I am not going to pretend I can lift it off you. Here is what I can promise:

You will get that from me every week, whether the week is good or bad. Starting:

Coaching note: Naming the weight does not add to it. Pretending it is not there does.

SCRIPT 3 | COMPOSURE *Use when the clock is running and everyone is watching you.*

Here is the call:

Here is why:

Here is what would make me change it:

Coaching note: Say the reason out loud. A team that knows why can adapt when the situation shifts. A team that only knows what has to come find you first.

BEFORE YOU ACT ON ANY OF THIS

Deciding fast never means deciding around safety. Stop-work authority is not overridden by urgency. Lockout, tagout, confined space, hot work, dust control, and every reporting requirement stand exactly as written on your worst day. If anything here appears to conflict with a safety procedure, the procedure wins. Every time.

The script I am using: _____ With whom: _____ By when: _____

One-off training rarely changes behavior on its own. **Transfer depends on repetition, real application, and follow-up. Ten working days. One behavior. Day 1 is the day you use it.**

The script I committed to on page 3. Circle one:

1 CLARITY

2 CONSISTENCY

3 COMPOSURE

The behavior I will run for ten working days:

When _____ happens, I will say _____

Who will tell me the truth about whether I did it: _____

Start date (Day 1): _____ Checkpoint date (after Day 10): _____

MARK THE REPS

Mark the box only if you actually said it out loud that day. Thinking about it does not count.

D1	D2	D3	D4	D5	D6	D7	D8	D9	D10

Missed a day? Do not restart. Continue. Perfection was never the mechanism. Return was.

FOUR QUESTIONS NOBODY COLLECTS

1	What is the last change you passed along instead of translating, and what did your team have to guess at because of it?
2	What pressure has your team carried so long that everybody stopped mentioning it, and what has your silence taught them about whether it matters?
3	Who on your team has been steady so long that you stopped checking on them, and when did you last ask that person what they are carrying?
4	You have been calling it burnout. What if it was never a stamina problem but a naming problem? What changes tomorrow?

Change comes with a date. Challenge comes with no end. Crisis comes with a clock.

YOU WERE BUILT TO HOLD ALL THREE.

Helping You Discover, Develop, and Deploy the Best Version of You.

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