



EP 037 Why Good Leaders Break Bad Rules

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(Un) Professionalism

Unprofessionalism is taking back the human agency we hand over to processes and hierarchy. It means expecting everyone in the room, from the CEO to the newest intern, to have the mature adult conversation and answer for how they show up.

Unprofessional Advice

Ignore badly set KPIs. When nobody has thought through their second-order effects, do what is right for the business and its community.

“If you are called to lead, then that’s the job.”

Wisdom Nugget

Leaders carry more than any one person can oversee, and most news reaches them as another problem. When we bring a hard truth as an offer to think it through together, rank tends to fall away and, for that one issue, we become peers.

“Company is the company you keep. The people who walk with you on the path.”

Wisdom Nugget

When work takes us away from family and friends, our colleagues become our community. That means noticing when someone is struggling, offering help and speaking up when someone’s behaviour is hurting the group. Creating community at work is shared responsibility.

Try It Out

Pick a decision that you think may cause harm. Take it to the person who owns it using RICH: recognise their load, state your intention, name the challenge, offer hope (that you’ll figure it out together).

