Avanti | Academy

AVANTI ACADEMY IN PRACTICE

Leading on a Tuesday

Leadership in practice

Workbook

Dr Jonathan Huish & Dr Amanda Milliner

© Avanti Change Ltd 2026. All rights reserved.

How to use this workbook

Each part of Leading on a Tuesday includes a short Try it activity. When the narration invites you to pause, turn to the matching sheet here and take ten minutes or so to work through it for your own role. There are no right answers. The point is to leave with something you will actually do. Keep your completed sheets: they make a useful record for supervision, appraisal or your personal development plan.

Part 1 · Leadership on an Ordinary Day

Your attention audit

Look back over one recent working week using your diary, sent messages and call log rather than memory. Sort where the time went, notice one moment when your reaction showed your team something, and choose one small routine to protect from now on.

Things only I could have done last week were...
Work I did that someone else could have done, with a little support...
One moment when my reaction showed my team something, and what they probably took from it...
What my team might find hard to tell me, and how I could ask...
The one routine I will protect, and when it goes in the diary...

To reflect on: *When the pressure rises, what do the people you lead see you do differently, and what would you like them to see instead?*

Intent on a page

Choose one piece of work you have recently asked of your team. Write the intent in four short lines, ask one person to explain it back in their own words, and note the gaps you need to fix in your own explanation.

The outcome we need, in one sentence...
Why it matters, and for whom...
The edges: what is fixed, what the team can decide, and when to come to me...
What we are stopping or pausing to make room...
What I heard in the backbrief, and what I will change...

To reflect on: *Think of something you asked of your team recently. If you asked three people what you meant and why, would you hear the same answer three times?*

Rehearse the hard sentence

Think of a hard call you can see coming, where the easy answer and the right one may differ. Run the explain test, write the words you would use to name your concern and offer a better way forward, then practise saying them out loud.

The hard call I can see coming is...
If I explained my decision to the people it affects, the part I would be tempted to leave out is...
My sentence naming the concern...
My sentence offering a better way forward...
What I will write down, and who I will send it to...

To reflect on: *Which hard call can you already see coming in your own work, and what words would you want ready before the pressure arrives?*

One question, one handover

Over a day or two, note what people bring to you. Choose one conversation in which you ask before you answer, and one type of decision you will hand over, agreeing the level with the person concerned.

Things people brought me that they could have decided themselves...
In my next coaching conversation, the questions I will ask are...
One type of decision I will hand over, and to whom...
The level we agreed: theirs, decide then tell me, talk to me first, or mine...
How I will show I back their first call...

To reflect on: *What do people in your team bring to you that they could decide themselves, and what would it take for them to stop bringing it?*

Design one safe-to-fail step

Choose a question in your work where nobody can predict the outcome and more planning has not helped. Write your hunch, shrink it to the smallest useful trial, agree the sign that would make you stop, and draft an honest update for your team.

The stuck question, where nobody can predict the outcome, is...
My hunch, and what would tell me I am wrong...
The smallest version that would still tell me something...
The stop sign I will agree in advance, and who I will tell...
My honest update: what we know, what we do not, when we will know more...

To reflect on: *Where in your work are you waiting for certainty that may never come, and what small, safe step could you take in the meantime?*

My leadership practice plan

Choose one of the five everyday practices to start, name one habit to stop and the moment it usually shows up, ask someone to tell you when you slip, and put a review date in the diary. Keep it short enough to fit on one page.

The one practice I will start, what, when and with whom...
The habit I will stop, and the moment it usually shows up...
The person I will ask to tell me when I slip...
My review date, and the question I will ask my team...
What I would like my team to notice in a few months' time...

To reflect on: *What happened the last time someone brought you a genuine red, and what did the people watching learn from how you responded?*

© Avanti Change Ltd 2026. For the personal use of the participant. Composite examples in this programme are invented and do not describe any real person or organisation.