

# *Leaders Who Ask*

Building a Fearless Culture  
by telling less and asking more

*Each person holds so much power within themselves that needs to be let out. Sometimes they just need a little nudge, a little direction, a little support, a little coaching, and the greatest things can happen.*

”

Peter 'Clay' Carroll,  
**American National Football League Coach**

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# The Leadership Landscape Today

Our workplace environment is fast-paced, complex, and unpredictable. Leaders are navigating economic pressure, skills shortages, global uncertainty, and the increasing impact of AI. Hybrid work has fundamentally changed team dynamics, and post-COVID, employees expect more from their leaders and their work.

Some leaders thrive in this evolving environment. Others feel overwhelmed, ill-equipped to build and maintain culture, and stuck in 'expert mode,' solving all the problems themselves instead of empowering their teams.

As I move between a diverse range of organisations across multiple sectors, I see leaders with good intentions working hard (perhaps too hard) and yet struggling to achieve their potential, unable to unlock the potential of their teams, damaging organisational culture and constraining growth. That's a lot of wasted effort.



**15.7%**

Leadership matters—internally and externally. Deloitte<sup>1</sup> research found that strong leadership adds a 15.7% premium to company value. The opposite is also true: poor leadership can erode an organisation's value by the same margin.

Let's empower leaders to connect deeply, lead fearlessly, and transform results. Let's build Fearless Cultures where leaders engage the right people in the right conversations to get the right work done.

<sup>1</sup> The leadership premium: How companies win the confidence of investors, Deloitte, March 2012, page 7.

# Why Traditional Leadership No Longer Works

Leadership today can feel more challenging than ever. Many leaders believe their role is to provide all the answers and solve all the problems, which can create a sense of pressure and responsibility. This belief, while well-intentioned, often leads to exhaustion and limits the development of their teams. The weight of leading a team—whether it's 10 people or 10,000—can be heavy.

At the same time, traditional leadership typically struggles to keep pace with the evolving needs of employees and organisations. Common challenges include:

- **Decision-Making Bottlenecks:** Leaders feel pressure to be the problem-solvers, creating delays and disempowering their teams. This operational focus prevents leaders from taking on strategic and high-value challenges.
- **Lack of Employee Engagement:** Many leaders operate in 'expert mode,' providing solutions instead of fostering curiosity and ownership, leading to disengagement.
- **Avoidance of Difficult Conversations:** Crucial performance and development conversations are postponed due to discomfort, which in turn leads to underperformance.
- **Ineffective Meetings:** Leaders struggle to facilitate meaningful discussions, often dominating conversations rather than drawing insights from their teams.
- **Over-Reliance on Technical Skills:** Leaders in technical fields often advance based on expertise rather than leadership capability. Without leadership development, they may struggle to engage teams, relying on technical control rather than people leadership.

- **Burnout and Anxiety:** The weight of responsibility and control leaves many leaders mentally and emotionally depleted. Leaders feeling unwell do not have the capacity to support the wellbeing of their people.

Gallup's '2023 Workplace Report'<sup>2</sup> highlights this gap: while 51% of managers believe they provide weekly feedback, only 21% of employees report receiving it. This disconnect contributes to disengagement and a lack of accountability. Additionally, only 20% of employees agree that their performance is managed in a way that motivates them to do outstanding work<sup>3</sup>. As workplace expectations shift, the leaders who continue to operate from a 'command and control' perspective risk alienating employees, reducing agility, and stifling innovation.

As workplace expectations shift, the leaders who continue to operate from a 'command and control' perspective risk alienating employees, reducing agility, and stifling innovation. (And making themselves unhappy.)

Wouldn't it be easier if leaders could empower their teams to solve problems themselves? Imagine spending less time preparing for meetings and more time having meaningful conversations that lead to real outcomes.

- How would your leadership shift if your team could solve more of their own challenges?
- What if your role wasn't about having all the answers, but about asking the right questions?
- Imagine spending less time preparing for meetings, yet walking away with more engagement and better results—what would that look like?
- How would it feel to approach performance conversations with clarity and confidence, knowing they drive real change?

<sup>2</sup> <https://www.gallup.com/workplace/645299/strengths-weaknesses-blind-spots-managers.aspx> accessed 4/2/2025

<sup>3</sup> <https://www.gallup.com/404252/indicator-leadership-management.aspx> accessed 4/2/2025

# The Hybrid Leadership Dilemma

Hybrid work presents a unique challenge: how do leaders maintain engagement, accountability, and trust when their teams are remote or split between office and home, and working across different time zones? Without a deliberate approach, individuals may feel disconnected, and hybrid teams may lack cohesion and shared purpose.

Leaders stuck in ‘command-and-control’ particularly struggle in this environment. They cannot physically see their teams working, making it harder to build connection and gauge engagement. Even much more collaborative leaders find that conversations become more transactional, in an online setting, and while they worry about culture, they lack strategies to address this.

Conversely, *Leaders Who Ask* create clarity, trust, and ownership—no matter where their team members are located.

“  
*One of the primary responsibilities of leadership is developing others.*

Corrinne Armour

## The Shift to *Leaders Who Ask*

Leadership is challenging and rewarding, and at times, it’s fun. Leadership can also be tricky. Building culture is tricky too, and it starts and ends with leadership.


Too many leaders are stuck in ‘expert mode,’ believing their role is to provide all the answers. Instead, the most effective leaders are those who **ask more and tell less**.

When leaders use a coaching approach, they unlock:

- Higher team engagement and accountability
- Greater psychological safety
- Improved problem-solving skills across the organisation
- A culture of continuous learning and growth

The shift from *Leaders Who Tell* to *Leaders Who Ask* is even more crucial in hybrid settings. Asking powerful questions fosters alignment, deepens relationships, and ensures remote team members feel heard and valued.

Adding coaching skills and questioning techniques to the toolkits of our leaders empowers them to be brave enough to connect deeply, lead fearlessly, and achieve transformational results. This creates the pathway to a Fearless Culture.



What could your leaders achieve if they let go of the need to control and instead approached crucial—yet sometimes uncomfortable—conversations with confidence and skill?

# Understanding the *Leaders Who Ask* Ladder




## **Leaders Who Ask - Ladder to a Fearless Culture**

Building a Fearless Culture doesn't happen overnight. In fact, it doesn't happen very often, and when it does, it's the result of the cumulative focus of the leaders across the organisation.

Technical skills—whether in medicine, accounting, marketing, or sales—are essential, but they are only the starting point for leadership success. True leadership comes from the ability to grow and recharge others, and that's where coaching competencies and questioning techniques set *Leaders Who Ask* apart.

*Leaders Who Ask* skills exist on a continuum, from **Directive Leaders** to **Empowering Leaders**. Where a leader operates on this ladder determines their ability to engage their team, foster accountability, and drive results.

## **Leaders Who Ask Build Fearless Cultures**

	Leader's Primary Focus	Leader's Impact	Culture	Team Productivity
	ASKING	Empowering	Fearless	x5
	INCONSISTENT	Emerging	Supportive	x1
	TELLING	Directive	Disengaged	x-2



## The Directive Leader

The **Directive** Leader (and really I am using the term 'leader' here for consistency) does not engage in coaching at all. This leader's primary focus is **telling**.

They may never have had the opportunity to experience or learn a coaching approach, or it could be something they have heard of and just plain disagree with. *'It's quicker and more effective to tell people what to do. After all, we pay them to do a job.'*

This approach leads to a **disengaged** culture with low productivity, as employees feel constrained and undervalued. Issues such as absenteeism or 'quiet quitting,' where employees mentally check out, are often prevalent.

## CASE STUDY: Meet Jessica, the Directive Leader

Quick witted, a strong strategic thinker, technically gifted, and highly ambitious, Jessica attained her first senior leadership position in her early 30s. Those close to her believed she had the smarts to reach CEO level, and yet few believed she would. A recent staff survey indicated that Jessica's team was disengaged, with team members thinking she didn't care about them, nor that she was willing to personally invest in their development. Her peers experienced her as competitive, untrusting and needing to be in control.

For her part, Jessica was frustrated with the stagnating skill level of her team, people's lack of willingness to take accountability for individual and team results, and reluctance to put in any discretionary effort. She worked long hours to get good results, and she could not understand why her team was not willing to do the same.

Jessica was a Directive Leader. She was uninterested in adopting a coaching approach. Her primary leadership style was directive and impersonal and left her people unsure of their performance or how to improve.

Her success to date resulted from ambition and hard work, high IQ and an almost Machiavellian approach to leadership. It wasn't that she was deliberately controlling and disempowering, Jessica simply didn't appreciate the importance of connecting with people and the value of a coaching.

Directive Leaders take a telling (and not asking) approach. They may:

- be very competent technically
- have a strong and inflexible leadership style that focuses on commanding
- deliberately disregard the need for asking, instead telling their people what to do
- have a weak leadership style and weak technical skills
- have a low care for people, or a lack of ability to express the care they have
- be a new leader and are learning the ropes of leadership
- or they may be like Jessica—simply unaware of the alternatives.

Whatever the cause, this leader is indifferent to the value of coaching skills and their team is likely to be unproductive and disengaged. Absenteeism could be a problem in this team. Or worse, 'presenteeism', where people have checked out and yet still come to work each day.

This is a leader who tells.



## The Emerging Leader

The **Emerging** Leader has taken on the challenge and opportunity of a coaching approach and is beginning to adopt it but hasn't yet made it a consistent practice. This leader is encouraged by increasing team productivity and the greater feeling of connection among team members. They invest in building rapport, strengthening relationships, asking questions that lead to insight, and providing real-time feedback that builds skill and confidence.

Then deadlines loom or a team member is on leave so the pressure increases and the coaching approach is dropped in favor of a directive style. Curt instructions are given, feedback opportunities are missed. Team members, while still feeling connected, are unsure of what to expect from an **inconsistent** approach to leadership.

## CASE STUDY: Meet Lola, the Present Leader

On the executive team, Lola has embraced coaching skills to support her approach to leadership. She is conscious of 'asking' rather than 'telling' when her managers come to her with problems, and her intention is to empower her people. She has always been committed to the concept of continual development and now, with a coaching approach, she has found a way to support this.

Lola recently told me that 'I am getting some of the best results ever. I feel as if I am working less. I am just having coaching conversations.' Lola is well on her way to becoming a coaching leader.

Feedback from her team indicates that Lola's coaching approach is still inconsistently applied. She moves unpredictably between leadership styles and her team doesn't know what version of Lola will show up. This is not surprising as Lola builds new habits to support her coaching approach.

With continued focus, Lola will certainly become a *Leader Who Asks*.

The Emerging Leader builds supportive culture where productivity is steady; while they encourage participation, they may struggle with deep ownership. They build a supportive but somewhat dependent team.

*There is a tipping point here, where the conscious and competent application of coaching skills creates a breakthrough in culture and productivity. This is the invisible line that once crossed, can't be seen but can be felt by everyone—the line of increasing return.*



## The Leader Who Asks

The *Leader Who Asks* has a primary focus on **asking** rather than telling. They blend technical expertise with a coaching approach, bringing out the best in individuals and fostering a fearless culture. By consistently engaging, empowering, and connecting with their team, they cultivate great workplace relationships and a strong sense of accountability. This approach drives a culture of ownership and results in a highly productive team.

In Fearless Cultures there are high levels of engagement across all levels. Contrast this with the average Australian workplace with engagement of around 25%<sup>4</sup>. Higher engagement results in better workplace relations, reduced sick leave, greater discretionary effort—the list goes on.... In Fearless Cultures, people and teams take accountability for their behaviour, their work and their results. Fearless Cultures are productive cultures that people want to belong to.

Their ability to draw out the wisdom from others means *Leaders Who Ask* lead dynamic and challenging meetings. People who work with these leaders feel they are being invested in. Their internal and external stakeholders enjoy working with them because they learn something beyond the agreed transaction.

*Leaders Who Ask* have the courage to connect deeply, lead fearlessly, and they (and their teams) achieve transformational results.

## CASE STUDY: Meet Frank, the Leader Who Asks

Working in an international finance organisation, Frank is the type of leader who instills confidence in others, up and down the chain of command. He is often brought in to turn around an operational division or bring a major project back on track. While he is very results driven, his coaching approach raises the performance of people—individuals and teams—beyond what even they think is possible.

Frank is focused and calm. He is aware there are multiple ways to attain success. He knows that good people are often their own harshest critic and helping people uncover their own learning is far more powerful than allocating blame and judgment.

He is confident and steadfast as a leader, and at the same time will admit he doesn't have the answers and can show vulnerability.

Frank asks questions that get people thinking even after the conversation is done. His special skill is silence; he asks a question and waits patiently while you gather your thoughts (and sometimes muster up courage to voice what you are thinking) and respond. He never fills the space, waiting instead for others to take up the invitation.

Frank believes his key role as a leader is to develop others. His presence and approach bring out the best in people and teams, and he builds Fearless Cultures along the way. Frank is a *Leader Who Asks*.

**By shifting from telling to asking, leaders unlock new levels of team ownership, innovation, and long-term cultural transformation through growing others.**

- Where are you on the ladder now?
- Which level do you want to reach and what would that free up for you?
- What benefits would it bring to your team?
- How would that advance your organisation?

<sup>4</sup> GALLUP (2024) 'State of the Workplace Global Report 2024' p97

## The Brain Science Behind Asking



Why is asking so powerful? Neuroscience reveals that questions activate different areas of the brain, leading to deeper engagement, learning, and retention. When we tell people what to do, they may comply, but they are less likely to internalise and act on the information.

When people arrive at their own conclusions through insightful questions, their brains form stronger neural connections, reinforcing learning and commitment.

- **Dopamine release:** When people solve their own problems, their brain rewards them with dopamine, a neurotransmitter associated with pleasure and motivation. This reinforcement encourages repeated problem-solving and deeper engagement.
- **Memory formation:** The hippocampus, responsible for long-term memory, is activated when people generate their own insights, making learning 'stick' more effectively than when information is simply given.
- **Emotional engagement:** The amygdala, which processes emotions, heightens the impact of insights when they arise from self-discovery. This emotional connection makes the learning experience more memorable and meaningful.
- **Neural integration:** Insight-based learning creates richer neural pathways, allowing people to apply their new knowledge across different contexts rather than treating it as isolated information.

Research from the field of neuroleadership helps explain why *Leaders Who Ask* – rather than tell – foster long-term behavioural change and greater ownership. The more a leader encourages their team to think critically and generate their own solutions, the stronger and more engaged the team becomes.

This is why we need *Leaders Who Ask*.

# What is possible?

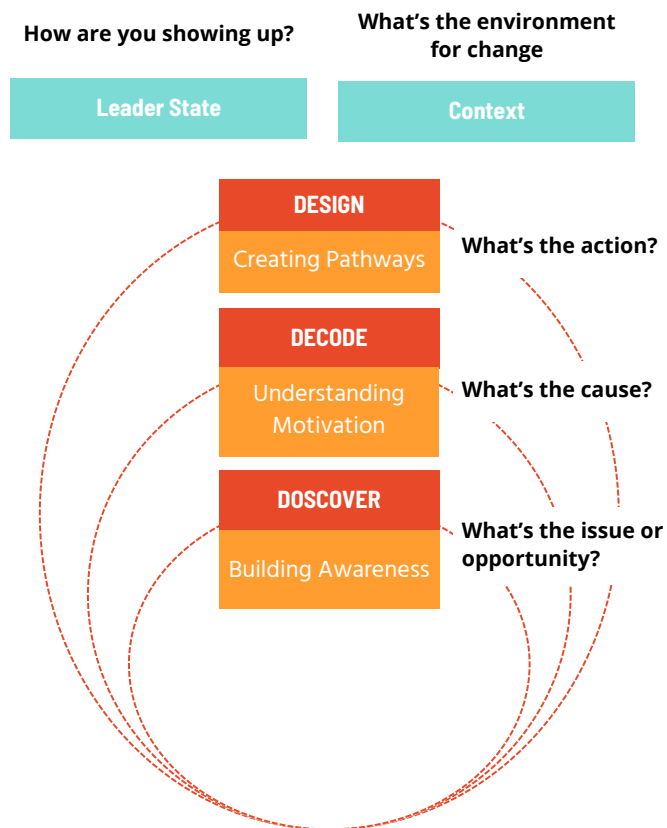
Shifting from **telling to asking** transforms leadership effectiveness, team engagement and workplace culture. Instead of leaders constantly providing direction, teams take ownership, innovation thrives, and accountability strengthens.

FROM Leaders Who Tell	TO Leaders Who Ask
<b>FROM</b> Leaders who tell their direct reports what to do	<b>TO Leaders Who Ask offer thought-provoking questions</b> that encourage critical thinking, ownership, and accountability.
<b>FROM</b> Individuals disengaged, hesitant to contribute and possibly feeling psychologically unsafe	<b>TO Individuals engaged and psychologically feeling safe.</b> Teams where people are heard and valued – fostering a culture where people are confident to contribute and empowered to work together to create solutions.
<b>FROM</b> Leaders avoiding challenging conversations	<b>TO Conversations that build, not bruise.</b> Leaders who engage in meaningful discussions that surface issues, resolve tensions, and drive performance.
<b>FROM</b> Poor attitude and performance tolerated	<b>TO Accountability-driven leadership.</b> <i>Leaders Who Ask</i> take responsibility for their own behaviour and coach others to improve. People are empowered and take accountability.
<b>FROM</b> Technical experts	<b>TO People leaders.</b> <i>Leaders Who Ask</i> complement their technical skills with the ability to connect with others, ensuring team members feel heard, valued, and understood.
<b>FROM</b> Performance review conversations that tick the box	<b>TO People leaders.</b> <i>Leaders Who Ask</i> conduct developmental conversations that build awareness, confidence and capacity, providing feedback that is heard and appreciated.
<b>FROM</b> Leaders wary of change and seeking certainty	<b>TO Clear, focused communication.</b> <i>Leaders Who Ask</i> prioritise providing clarity where certainty is not possible, helping teams work together and remain resilient, even amidst uncertainty.
<b>FROM</b> A culture where direction is given	<b>TO A culture where people are empowered</b> to think, problem-solve, and lead from every level.

This shift creates workplaces where teams thrive, productivity soars, and **Fearless Cultures** emerge—where engagement, accountability, and results drive sustained success and cultural transformation.

# Creating a Fearless Culture

## 3D Model of Development



Fearless Cultures don't happen by accident. They are built—one conversation, one question, one bold decision at a time. In these environments, leaders inspire trust, accountability thrives, and teams operate with confidence, resilience, and a shared sense of purpose.

*Leaders Who Ask* shape this transformation by moving away from control and towards **empowerment, clarity, and connection**. They move from ask to tell.

## LEADER STATE: How You Show Up

### *How are you showing up?*

How you show up as a Leader Who Asks matters more than any coaching framework you might follow (and I say that even though my framework is a good one!). Your 'being' is as important as your 'knowing' and your 'doing'. Your state matters!

Many leader-as-coach programs focus on teaching a coaching model: what to say, when to say it, and what to do next—as if that were the critical factor.

While a framework is important and gives structure to the conversation, it's NOT the most important thing. We have all seen frameworks applied well without success! A coaching structure followed without rapport, or a framework well applied without connection, will not take you towards a Fearless Culture!

**Your state is the critical factor here.** In fact, it's so important that when I train leaders in the *Leaders Who Asks* approach, we focus first and foremost on the Leader State and the competencies that underpin the leader state.

There are twelve core competencies for the coaching leader. Your state, as a coaching leader, will influence the success of any coaching conversation. You are part of the problem and a key to the solution.

## Core Competencies for Leaders Who Ask

	about you	about them	about the space	about the relationship
being	<i>commitment</i> <b>COURAGE</b> heart <i>fear</i>	<i>openness</i> <b>CURIOSITY</b> mindset <i>judgement</i>	<i>understanding</i> <b>EMPATHY</b> energy <i>indifference</i>	<i>growth</i> <b>BELIEF</b> opportunity <i>stagnation</i>
knowing	<i>resources</i> <b>CONFIDENCE</b> faith <i>struggle</i>	<i>intention</i> <b>FOCUS</b> awareness <i>behavior</i>	<i>vulnerability</i> <b>UNCERTAINTY</b> truth <i>arrogance</i>	<i>outcomes</i> <b>PURPOSE</b> direction <i>wander</i>
doing	<i>insight</i> <b>LISTENING</b> presence <i>transaction</i>	<i>connection</i> <b>RAPPORT</b> relationship <i>distance</i>	<i>ask</i> <b>QUESTIONS</b> punctuation <i>tell</i>	<i>agile</i> <b>GROUNDING</b> responsiveness <i>fixed</i>

## CONTEXT: Environment for Change

### *What's the environment for change?*

Change does not happen in a vacuum. The context shapes everything, including the purpose of the conversation. Context creates the frame through which the coaching conversations take place.

*Leaders Who Ask* understand and leverage the environment for change and are tuned into their own context as well as the context of the team and the organisation.

## DISCOVER: Building Awareness

### *What's the issue?*

Awareness precedes change. *Leaders Who Ask* know that discovery is the critical first step in which we increase awareness of what's really happening and the implications. This might be awareness of an individual team member who is being coached, or the whole team. You may be building awareness around a skill gap, a behavioural issue, a flaw in the process, a deliverable running behind schedule, or the outcomes to be achieved from this team meeting.

With awareness comes choice, and the opportunity to make new decisions and form new behaviours.

## DECODE: Understanding Motivation

### *What's the cause?*

Once there is awareness around the situation, *Leaders Who Ask* support people and teams to understand their motivation. This requires going beyond the behaviour we see – to exploring the intention behind the behaviour.

All behaviour is motivated—driven by conscious and below-conscious drivers. The better people understand their drivers, the more able they are to change.

## DESIGN: Creating Pathway

### *What's the action?*

Awareness and understanding are useful, and yet without action nothing changes. Design is about devising a plan of action. *Leaders Who Ask* support individuals or teams to create their own pathway, a plan that is connected to personal and business objectives.

Equally important is supporting the implementation of the plan, providing feedback, enhancing accountability, and celebrating success.

## Dispelling the Myth: *Leaders Who Ask* Must Always Coach

A common misconception about *Leaders Who Ask* is that they must always coach. While coaching is a powerful leadership tool, it is not the only approach leaders need. Effective leaders balance coaching with other leadership tools, depending on the situation.

- **Coaching is valuable, but not universal** – *Leaders Who Ask* don't avoid giving direction when appropriate. They know when to guide and when to empower.
- **Strategic questioning enhances leadership** – *Leaders Who Ask* use questioning techniques to foster problem-solving, without abdicating responsibility.
- **Corridor coaching is powerful** – The power of coaching is not just in an end-to-end conversation. *Leaders Who Ask* engage in informal micro-coaching 'in the corridor', making timesaving and impactful interventions.
- **Not every conversation needs to be a coaching session** – *Leaders Who Ask* understand when to coach and when to make decisions quickly to drive outcomes.

By integrating coaching into their leadership toolkit – rather than relying on it exclusively – *Leaders Who Ask* leverage the magic of questions.

## Are you ready to build a Fearless Culture?

Leaders with coaching skills in their leadership toolkit drive results. Research from Bersin by Deloitte<sup>5</sup> found that organisations where senior leaders 'very frequently' coached their teams had 21% higher business results. Those that effectively trained managers to prepare for the coaching relationship were 130% more likely to have strong business outcomes.

*Fearless Cultures* don't emerge from the top alone. They are built when leaders at all levels embrace the power of asking and engage in the right conversations—every day.

### **Are you ready to build a Fearless Culture?**

# Leaders Who Ask – The Program

## What would be possible when your leaders stop telling and start asking?

The *Leaders Who Ask* program can be delivered face to face over 1-2 days, or live online in incremental installments over time.

Are your leaders:

- operating in ‘expert’ mode rather than empowering their team?
- lacking ability or confidence to have crucial performance conversations?
- missing opportunities to develop their people on the job?
- struggling to engage their teams, especially in a hybrid environment?
- trying to ‘control’ people and situations, and so working harder than they need?

With coaching skills and questioning techniques added to their leadership toolkit, your leaders will be equipped to engage, develop and lead their people, and build a Fearless Culture.

### **Leaders Who Ask:**

- build **engagement**, boost **productivity** and develop **a positive culture**
- are okay not having all the answers themselves, and elicit **wisdom** from the team
- run **effective meetings** that leverage input from everyone present
- have outcome-focused, targeted and **empathetic performance conversations**
- lead **engaged teams** who achieve their KPIs
- build **Fearless Cultures**.

The *Leaders Who Ask* program is for leaders who are ready to lead fearlessly and engage fully by adding coaching skills and qualities to complement and extend their leadership style.



*We wanted to restructure the way performance management is handled across Tennis Australia – shifting from an annual ordeal to ongoing and meaningful development conversations embedded into the culture. This program has provided a great start. It has given leaders a new mindset that is more collaborative and empowers team members to problem solve and set their own path.*

**Director Customer Relations , Tennis Australia**



*As we moved from twice annual performance reviews to monthly informal one:one conversations, new skills and competencies were required at all levels in the organisation - leaders and team members. Leaders Who Ask gave leaders the coaching skills and the confidence to ask questions that open conversation with their team members.*

**Executive Director Human Resources, Boutique Investment Firm**



*The experiential element of the training was fantastic. This program has highlighted for all of us the importance of having conversations, and of listening.*

**CEO, Benalla Health**

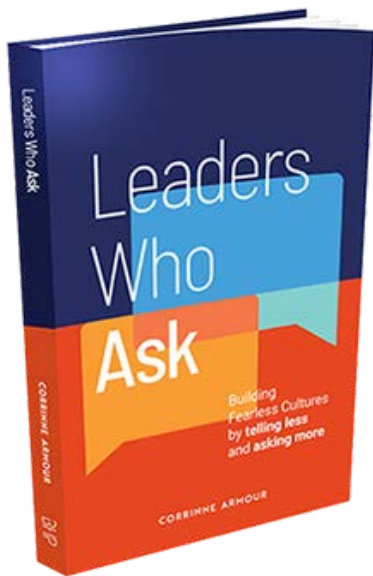


*Our leaders have gained new insights into their capacity to better engage their people by reflecting on their behaviours, feelings and responses within the Leaders Who Ask framework. Corrinne projects inspiration, hope and the confidence that you can really 'do it' by following the proven practical principles.*

**Director People and Culture, TAFE Gippsland**

# Leaders Who Ask – The Book

## Leaders Who Ask: Building Fearless Cultures by telling less and asking more



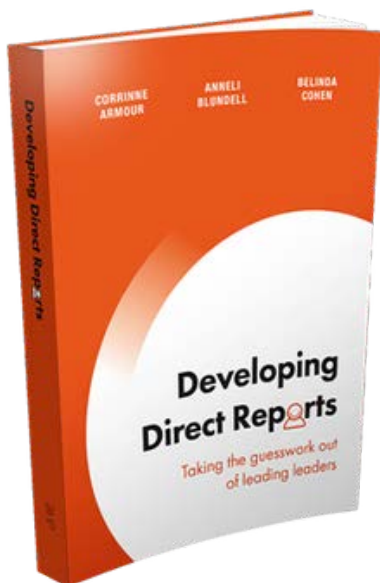
When we tell people what to do, they may listen, but they are unlikely to commit to action and are even less likely to remember. When we ask great questions that lead to insight, there's an emotional component triggered in the brain that leads to commitment and accountability.

The *Leader Who Asks* uses these strategies and more to connect deeply, lead fearlessly and achieve results that transform. If you are a leader who relates to one or more of these challenges, you need this book:

- Having all the answers and needing to be in control feels like hard work
- Staff engagement is patchy and not everyone is on board
- Leadership bench-strength is lacking
- Results are inconsistent, with people not following through on their commitments
- Your team is performing well and yet you know more is possible

Normally \$25.00, use the discount code LWADISCOUNT12 to purchase it for \$12 plus postage & handling at [BookPod](#).

## Developing Direct Reports: Taking the guesswork out of leading leaders



Like a recipe book for developing your people (and a Trojan horse for developing yourself), this book addresses the 12 most common, globally recognised leadership derailers:

- Staller – analysis paralysis
- Controller – command and control
- Cyclone – bull at a gate
- Doer – can't delegate
- Avoider – conflict averse
- Fence-sitter – indecisive leader
- Know-it-all – closed to other ideas
- Guardian – inability to innovate
- Micromanager – management on a leash
- Poker face – showing no emotion
- People burner – poor people skills
- Tactician – poor strategic thinker

Normally \$29.95, use the discount code DDRDISCOUNT15 to purchase it for \$15 plus postage & handling at [BookPod](#).

# About Corrinne Armour CSP

**Fearless Leadership® - Untapped potential. The courageous shift to engage in essential conversations that build trust and move us forward.**

Corrinne is Australia's leading thinker in Fearless Leadership. Over 10 years in corporate leadership roles, 2½ years living and teaching in a jungle refugee camp on the edge of a warzone, and almost 20 years in and out of board rooms working with senior leaders, she's gained much to share with leaders.

Entertaining, provocative and inspiring. Equally comfortable on a big stage or a virtual stage. As a Certified Speaking Professional (CSP), Corrinne has been industry recognised for her experience and professional capability amongst Australia's leading speakers.

Trainer, Coach. Facilitator. Corrinne gets the challenges and competing priorities of leadership because she's been there. Her work with leaders has ripple effects across the globe. Corrinne works with senior leaders and teams from a diverse range of industries, such as finance, government, construction, health, education, arts and aged care. Clients appreciate her creative approach, positive energy, direct communication, real world experience and outcome focus.

Author of '*Leaders Who Ask: Building Fearless Cultures by telling less and asking more*' and '*Developing Direct Reports: Taking the Guesswork Out of Leading Leaders*', as well as two specialist texts in human behaviour used by coaches and consultants worldwide.

Her client list includes NAB, Bank Australia, CPA, Royal Children's Hospital, GE Healthcare, Alfred Health, David Jones, Gippsland Water, WorkSafe, Tennis Australia, Dulux Group, Payments New Zealand, EducatePlus, Fulton Hogan, Ambulance Victoria, Canon Business Services, youi Insurance, JD Sports, Monash, Griffith and Federation Universities and numerous local councils and Victorian State Departments.

At home in country Victoria, she co-parents two beautiful teenage daughters, so she knows a thing or two about life balance and juggling multiple perspectives! On weekends she's often found in the paddock or the bush with Bart, her trusty Clydesdale.

Corrinne shares lessons that help leaders identify the courageous shift to engage in essential conversations that build trust and move us forward.

Learn more about Corrinne <https://corrinnearmour.com> and <https://corrinnespeaks.com/>



## Get in touch

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