

# GLOBAL LEADER PYRAMID™

## Build accomplishments bigger than yourself.

To produce an accomplishment of size, leaders must move through the 5 levels of the Global Leader Pyramid™. At each level, leaders have effective conversations—they speak and listen effectively—that add value and empower others to achieve their goals. If you miss a level, you get a smaller result or unintended consequences.

*Start from the bottom of the pyramid and work upwards from Level One*

### LEVEL 5 Action “Who-what-when?”

**ACTION:**  
Conversations that lead to decisive actions and results.

**SIGNS OF STRENGTH:**  
Bold promises and requests with clear deliverables and deadlines. Clear responses to requests (accept/decline/counter-offer). Harnessing breakdowns as opportunities for breakthroughs.

**SIGNS OF WEAKNESS:**  
Lack of desired results. Missed agreements.

**ASK:**  
“I will... by [X date/time]...” “By when will you do this?” “Could you...?”

**PITFALLS:**  
Not making clear what you want. Unexpressed expectations. Ignoring promises or requests.

### LEVEL 4 Strategy “How?”

**STRATEGY:**  
A conversation that bridges vision and action, and makes the vision do-able.

**SIGNS OF STRENGTH:**  
Planning, milestones, budgets. Risk-management. Clear roles and priorities.

**SIGNS OF WEAKNESS:**  
Unclear priorities. Confusion. Uncertainty. Lack of concerted action.

**ASK:**  
“How can we get this done?” “What will it cost?” “What are the blockages?” “What are the best opportunities?” “What evidence do you have?” “What are the risks?” “What could go wrong?”

**PITFALLS:**  
Lack of focus. Failure to say No to low priorities. Not going for 100% alignment. Dismissal of dissenting views.

### LEVEL 3 Vision “What?”

**DEFINITION:**  
A conversation that builds a future for/with people and inspires them.

**SIGNS OF STRENGTH:**  
Inspiration, enthusiasm. Meaning. Commitment.

**SIGNS OF WEAKNESS:**  
Apathy, indifference. Defeatism, resignation. Overwhelming day-to-day demands. Risk-aversion. Over-focus on one's own job.

**ASK:**  
“What do you/we want?” “Where do you want to be in 5 years?” “What's your/our original goal?” “What's missing?” “What if...?”

**PITFALLS:**  
Skepticism, censorship, premature evaluation/judgment of feasibility. Degenerating into discussion or opinions. Imposing your vision, not building a shared vision.

### LEVEL 2 Relationship “Who?”

**DEFINITION:**  
A conversation that builds relationships and deepens trust.

**SIGNS OF STRENGTH:**  
Trust. Respect. Open and honest communication. Straight talk without fear. Shared values and interests. Reliability, accountability. Willingness to stand in the shoes of the other side.

**SIGNS OF WEAKNESS:**  
Rumors, gossip. Little or no self-expression. Small talk, no straight talk. Too much diplomacy. Frequent refusal of requests. Anger, upset. Rudeness.

**ASK:**  
“Who are you?” “What are you committed to?” “What are your values and interests?” “What's important to you?” “Why is this important to you?” “How can I help you?” “How can our efforts complement each other?”

**PITFALLS:**  
Penalizing people for telling the truth or expressing themselves. Reacting instead of listening. Ethnocentricity: failure to stand in the shoes of the other side.

### LEVEL 1 Self-Awareness “Why?”

**DEFINITION:**  
A conversation that reveals your motives, values and blind-spots, and that gets you centered.

**SIGNS OF STRENGTH:**  
Openness to coaching and feedback. Self-reflection, exploration. Permission for multiple perspectives. Responsibility. Integrity. Humility. Awareness of one's assumptions (including cultural blind-spots).

**SIGNS OF WEAKNESS:**  
Stubbornness. Defensiveness. Arrogance. Irritation, frustration. Lack of responsibility.

**ASK:**  
“What are my motives?” “What if the opposite were true?” “What am I not seeing here?” “What am I feeling?” “Why is he/she/this rubbing me the wrong way?” “What happened before I got angry/irritated/frustrated?”

**PITFALLS:**  
Avoidance of emotions. Ego. Lack of inquiry. Force.



**TIP:** Questions often work better than answers. Leaders make room for other leaders.



## THE BOTTOM LINE:

- Which level do you most need to focus on now to have your project succeed?
- What are the three most effective interventions you can take right now?



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