

Leader Readiness Guide

Complete this before any team conversation about a change. It helps you carry context before you carry the message. That means the why, the boundaries, and the language for the hard moments.



SECTION 1

1 Context: carry the why along with the what

Before your team conversation, make sure you can answer these honestly and in your own words.

The why, in your own words *(how you would say it to your team)*

What is driving this now?

What options were considered?

SECTION 2

2 Language for the hard moments

Write what you will say, in your own voice. Think through these before someone tests you with them.

MOMENT 1: "THIS IS UNFAIR."

Someone expresses frustration or pushes back on the decision. You need to acknowledge it without signaling flexibility where none exists.

MOMENT 2: A QUESTION YOU CAN'T YET ANSWER.

Someone asks something you genuinely don't know. How do you stay credible without pretending?

MOMENT 3: SOMEONE PUSHES FOR AN EXCEPTION YOU CAN'T GRANT.

How do you hold the boundary with warmth? Knowing exactly where it sits makes that possible.

LANGUAGE MODEL

"I hear that this is hard. I want to support you through it. This part is not flexible."

SECTION 3

3 Where the edges are

Know what you can and cannot adapt before anyone tests it.

Fixed: no exceptions

Flexible: I can adapt this for my team

What I don't yet know *(name it so you can say it honestly)*

BEFORE YOU WALK IN
Readiness check

- ☐ I can explain **why this change is necessary now** in plain language and from memory.
- ☐ I know **what is fixed and what is flexible**. My team will know the difference too.
- ☐ I have **language for the three hard moments**. I have thought them through before anyone tests me.
- ☐ I have named **what I don't yet know**, so I can say it honestly.
- ☐ I know **who to call** if the conversation goes somewhere I didn't expect.

WHO TO CALL

NEXT PEER LEADER FORUM

CONTACT **fluent**
hello@fluent.co