

LUMEN™

Executive Leadership Workbook

Leading with Clarity, Courage & Conscious Impact

NAME

DATE

ROLE

PROGRAMME

ORGANISATION

"Clarity Precedes Command."

LUMEN™ Leadership Alignment System · Confidential

" This workbook is yours. Nothing in it needs to be shared unless you choose to. Write honestly. The most useful reflections are the ones that feel slightly uncomfortable."

You are here because leadership matters — and because the quality of leadership is rarely determined by technical knowledge alone. It is shaped by self-awareness, by the courage to lead with integrity under pressure, and by the discipline to reflect honestly on how your leadership is actually experienced by others.

The LUMEN™ Leadership Alignment System was built around one foundational insight: before leadership can command effectively, it must first see clearly. This workbook is designed to help you see more clearly — about who you are as a leader, the patterns you carry, and the commitments required for your next level of growth.

The leaders who create the most enduring impact are rarely the loudest or the most forceful. They are the most aligned — to their values, to their people, and to their purpose.

How to Use This Workbook

- Work through each section in sequence — they build on each other
- Write in the moment, not the way you think you should feel
- Return to it after the session — your answers will look different with time
- Treat it as a mirror, not a performance
- The 90-Day Blueprint is your action document. Take it seriously.

THE LUMEN SYSTEM AT A GLANCE

Five interconnected disciplines that form the complete map of aligned leadership. Each pillar addresses a different dimension — and each reinforces the others.

	DISCIPLINE	DOMAIN	CENTRAL QUESTION
L	Lead Self	Inner Governance	<i>What version of yourself shows up when pressure is highest?</i>
U	Understand Impact	Relational Awareness	<i>What atmosphere do people experience around your leadership?</i>
M	Maintain Integrity	Ethical Alignment	<i>Where does your behaviour drift from your values — and why?</i>
E	Exercise Courage	Principled Action	<i>What conversation are you avoiding — and at what cost?</i>
N	Navigate Complexity	Strategic Judgment	<i>What tension are you trying to solve that needs to be managed?</i>

These five disciplines do not operate in isolation. A leader who leads themselves poorly will understand their impact poorly. A leader without integrity cannot exercise courage. LUMEN works because the pillars reinforce one another.

Rate yourself honestly. 1 = Rarely · 2 = Sometimes · 3 = Often · 4 = Usually · 5 = Consistently

STATEMENT	1	2	3	4	5
1 I am aware of how my emotions shape my leadership decisions.	☐	☐	☐	☐	☐
2 Under pressure I respond with composure rather than react.	☐	☐	☐	☐	☐
3 I actively seek honest feedback about how I am experienced by others.	☐	☐	☐	☐	☐
4 I consider how my tone and style affect team morale and culture.	☐	☐	☐	☐	☐
5 My decisions consistently reflect my values — even when inconvenient.	☐	☐	☐	☐	☐
6 I am willing to address uncomfortable situations rather than avoid them.	☐	☐	☐	☐	☐
7 I engage difficult conversations directly and with care.	☐	☐	☐	☐	☐
8 I hold myself and others accountable fairly and consistently.	☐	☐	☐	☐	☐
9 I remain adaptive and steady when navigating uncertainty.	☐	☐	☐	☐	☐
10 I distinguish between problems to solve and tensions to manage.	☐	☐	☐	☐	☐

What My Scores Reveal

Add scores per pillar: 1–2 = Lead Self · 3–4 = Understand Impact · 5 = Maintain Integrity · 6–8 = Exercise Courage · 9–10 = Navigate Complexity

My highest-scoring area is...

My lowest-scoring area is...

Before exploring each pillar, examine the three most fundamental questions in leadership. These mirrors reveal the territory you will be working in throughout this programme.

Mirror One — Identity

The leader you believe yourself to be.

When you think of yourself as a leader, what three words come to mind? Not the words that sound good — the words that are actually true.

Write here...

Mirror Two — Impact

The leader others experience.

How would those who work closely with you honestly describe your leadership? Not your intentions — how they actually experience you.

Write here...

Mirror Three — Integrity

The leader your values require.

If you led every day in full alignment with your stated values — what would be different?

Write here...

The gap between Mirror One, Mirror Two, and Mirror Three is the territory LUMEN works in. The closer these three are, the more aligned your leadership.



Lead Self

Inner Governance

The Central Question

What version of yourself shows up when pressure is highest — and is that the version you would choose?

“Clarity Precedes Command.”

Leadership begins from the inside out. The way you manage yourself — your emotional responses, your energy, your assumptions under pressure — shapes every interaction, every decision, and every culture you create.

Leadership that does not begin with self-knowledge does not begin at all. It simply repeats.

REFLECTION 1 — THE ENERGY AUDIT

Where are you most depleted right now?

In which of these energy areas — emotional steadiness, mental clarity, confidence in decisions, connection to your team, sense of purpose — are you most depleted, and how is it showing up in your leadership?

Write here...

REFLECTION 2 — THE TRIGGER INVENTORY

I become reactive or defensive when...

Write here...

REFLECTION 3

The version of me I am most proud of as a leader shows up when...

Write here...



Understand Impact

Relational Awareness

The Central Question

What atmosphere do people experience around your leadership — and how would you actually know?

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Leaders shape the emotional climate of every room they enter — whether they intend to or not. Your presence communicates before you speak. The gap between what leaders intend to communicate and what others actually experience is one of the most consequential blind spots in leadership.

You cannot lead people you do not understand. And you cannot understand your impact without first being honest about what you are creating.

REFLECTION 1 — THE HONEST QUESTION

If the people I lead were asked ‘what is it like to be led by this person?’ — what do I genuinely believe they would say?

Write here...

REFLECTION 2 — THE RIPPLE MAP

What is one thing people need from my leadership that I have not been giving consistently?

Write here...

REFLECTION 3

What is one leadership behaviour I know I need to change — because of its impact on others?

Write here...



M

Maintain Integrity

Ethical Alignment

The Central Question

Where does your behaviour drift from your values — and what conditions make that drift more likely?

“Clarity Precedes Command.”

Integrity is not simply about honesty. It is about the alignment between your stated values and your actual behaviour — especially under pressure, when compromise is convenient. Every leader believes themselves to be a person of integrity. The real question is: what happens to that integrity when the conditions are difficult?

Small compromises normalise. The quiet signal that values are conditional shapes culture in ways that are very hard to reverse.

REFLECTION 1 — MY LEADERSHIP VALUES

Name your three most important leadership values — the ones you would be unwilling to compromise regardless of pressure. Then write: where have you lived them most clearly this year, and where have you fallen short?

Write here...

REFLECTION 2 — THE INTEGRITY MATRIX

The situation where I am most tempted to compromise my values is...

Write here...

REFLECTION 3

If I fully lived my core value in my leadership, what would I do differently?

Write here...



Exercise Courage

Principled Action

The Central Question

What conversation are you currently avoiding — and what is that avoidance costing you and others?

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Leadership courage is not the absence of discomfort. It is the discipline to act with integrity even when the consequences are uncertain. The most common form of leadership failure is not dramatic. It is quiet — the conversation not had, the decision deferred, the standard not enforced, the truth not spoken.

Avoidance is expensive. The price of avoidance is almost always higher than the discomfort of the conversation itself.

REFLECTION 1 — THE AVOIDANCE AUDIT

Be direct with yourself. This is where significant leadership growth often lives.

What leadership conversation or decision have I been deferring — and what has it cost so far in trust, in culture, in my own credibility?

Write here...

REFLECTION 2 — THE COURAGE DECISION

Would I be comfortable if my team could see exactly what I am doing and why in this situation?

Write here...

REFLECTION 3

What will this cost if I continue to avoid it?

Write here...



N

Navigate Complexity

Strategic Judgment

The Central Question

What tension are you currently managing that may never be fully resolved — and what does leading it well require of you?

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Complex environments do not primarily require leaders who can solve problems. They require leaders who can hold tensions — competing priorities, conflicting demands, and irresolvable pressures — without collapsing into reactivity or paralysis.

Not every leadership challenge is a problem to solve. Some are tensions to manage. The leader who learns to hold them with wisdom becomes indispensable.

REFLECTION 1 — THE COMPLEXITY MAP

Map your current environment: what you control, can influence, and must adapt to.

Describe the most significant leadership tension you are currently managing. What makes it genuinely complex — rather than merely inconvenient?

Write here...

REFLECTION 2

Where are you trying to solve a tension that may simply need to be managed?

Write here...

REFLECTION 3

What does leading this tension with steadiness and wisdom look like in practice?

Write here...

LEADERSHIP ARCHETYPE DISCOVERY

The LUMEN Archetype System identifies your dominant leadership orientation. Understanding your archetype reveals the patterns, strengths, and shadow risks that shape how you lead — especially under pressure.

ARCHETYPE	CORE STRENGTH	SHADOW RISK
The Visionary	Future-focused, imaginative, thinks in possibility	Can lose people in implementation detail
The Stabilizer	Calm, reliable, creates order and consistency	May resist necessary disruption
The Executor	Driven, delivery-focused, creates momentum	Can prioritise outcomes over people
The Connector	Relational, empathetic, builds trust	May over-accommodate to preserve harmony
The Builder	Systems-minded, architect of sustainability	May sacrifice pace for perfect process
The Protector	Ethical, loyal, guards culture and values	Can resist change that challenges the familiar
The Catalyst	Bold, disruptive, challenges the status quo	May underestimate institutional resistance
The Emerging Leader	Curious, growing, developing identity and voice	Needs psychological safety to flourish

My Archetype Reflection

My primary archetype is...

My secondary archetype is...

The shadow risk I most need to manage is...

90-DAY LEADERSHIP INTEGRATION BLUEPRINT

Your leadership action document. Complete it with the seriousness you bring to your most important work.

01 My Leadership Priorities

What are the 2–3 leadership areas needing most attention in the next 90 days?

Write here...

02 Behaviours I Will Strengthen

What specific leadership behaviours am I committing to build or deepen?

Write here...

03 Behaviours I Will Release

What patterns am I committing to reduce — because of their cost to others?

Write here...

04 Relationships to Strengthen

Which leadership relationships require more intentional attention?

Write here...

05 The Culture I Will Lead Towards

What cultural shift am I responsible for creating in my team or organisation?

Write here...

06 My Leadership Sustainability

How will I sustain my wellbeing, energy, and reflective practice?

Write here...

BLUEPRINT CHECKPOINTS & COMMITMENT

30-Day Checkpoint

What have I followed through on?

Write here...

60-Day Checkpoint

What needs recalibration?

Write here...

90-Day Checkpoint

What has genuinely shifted?

Write here...

My Accountability Partner

Identify someone who will support your accountability over the next 90 days. Share your Blueprint commitments with them.

Name and how they will support me...

The One Courageous Action I Will Take in the Next 14 Days:

MY LUMEN COMMITMENT

A commitment is only as real as the specificity with which it is made. Write yours as if you would read it aloud to the people who matter most in your leadership.

I commit to leading with...

I will strengthen...

I will release...

My one courageous action in the next 14 days is...

Signed:

Date:

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