



A LEADER'S GUIDE

The Six Roots

Six symptoms leaders see, the root that usually sits beneath each one, and one question to ask your team before you decide what to fix.

01

YOU SEE

Execution stalls

Strategy is clear, but execution stalls.

OFTEN BENEATH

Accountability is announced, not modeled.

ACCOUNTABILITY

ASK YOUR TEAM

"When deadlines slip, are there clear and fair consequences?"

02

YOU SEE

Performance suffers

Good people stay, but performance suffers.

OFTEN BENEATH

Managers lead tasks, not people.

MANAGEMENT

ASK YOUR TEAM

"Do our managers spend real time developing their people?"

03

YOU SEE

Training doesn't stick

Training happens, but behavior doesn't change.

OFTEN BENEATH

Learning is never anchored in daily work.

LEARNING TRANSFER

ASK YOUR TEAM

"After training, do managers follow up on how people apply what they learned?"

04

YOU SEE

Change is resisted

Change is announced, but people quietly resist it.

OFTEN BENEATH

Direction is communicated, not trusted.

CHANGE EXECUTION

ASK YOUR TEAM

"Were our past change initiatives followed through to the end?"

05

YOU SEE

Candor is missing

Feedback is encouraged, but candor is missing.

OFTEN BENEATH

Speaking up feels risky, not safe.

PSYCHOLOGICAL SAFETY

ASK YOUR TEAM

"Do people raise problems early, even when the news is bad?"

06

YOU SEE

Rules get bent

Rules are followed on paper, but bent in practice.

OFTEN BENEATH

Results matter, not how they're achieved.

CULTURE & TRUST

ASK YOUR TEAM

"Do our leaders hold to our values, even when it costs a target or a deal?"

These are common patterns, not a diagnosis. A full diagnosis requires validated measures, relevant organizational data, and the perspectives of the people experiencing the behavior.

Which root is yours?

Take the 60-second diagnostic at nizarbaidoun.com

Find the root. Change the results.

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