



STARBUCK ACADEMY · GROW · FREE TASTER

Free taster

3-MINUTE LEADER LEARNING

Forty models to help you think and lead differently

Short, practical lessons for leaders at every level. This taster gives you the four zones of growth that sit behind the whole hub and the first model, The altitude model, with its seven-day practice tool. Allow about 20 to 30 minutes to read it through, then a week to put it into practice.

40

leadership models
across five themes

3 MIN

video for every model

1 WEEK

of practice with every
model

**ALL
LEVELS**

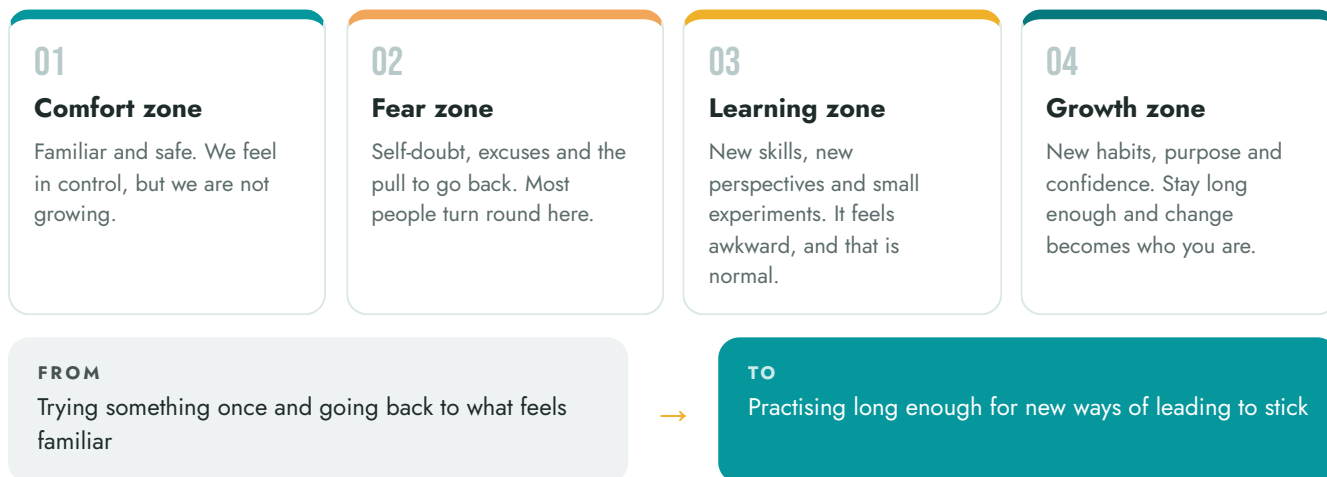
from new managers to
directors

ONE CLEAR IDEA, PRACTISED FOR A WEEK

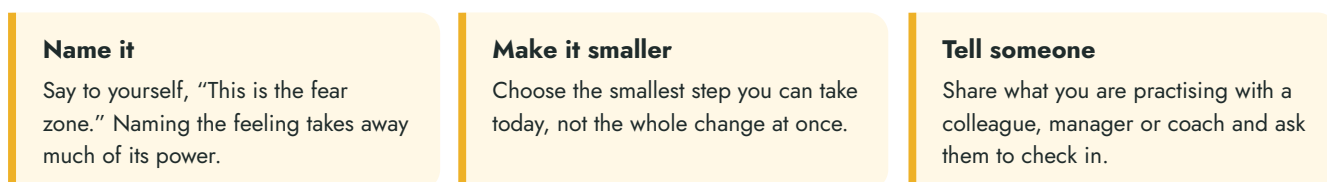
Busy leaders do not need more theory. They need one clear idea, a new way of seeing the situation and something practical to try this week.

THE FOUR ZONES OF GROWTH

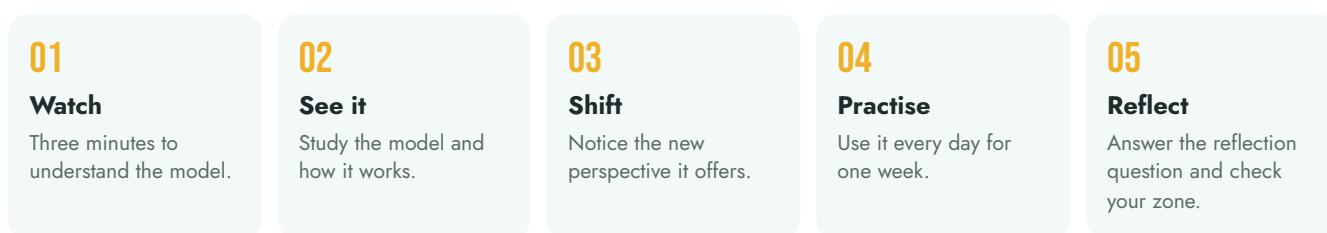
Every model in the hub takes you out of your comfort zone. Knowing what to expect on the journey helps you keep going.



GETTING THROUGH THE FEAR ZONE



HOW TO USE EACH MODEL



WHAT IS IN THIS TASTER

- The four zones of growth worksheet**: map where you are now, what pulls you back to comfort, and your growth commitment.
- Model 01, The altitude model**: the model, how it works, the new perspective and a seven-day practice log.
- All 40 models in the full hub**, and how to get access.

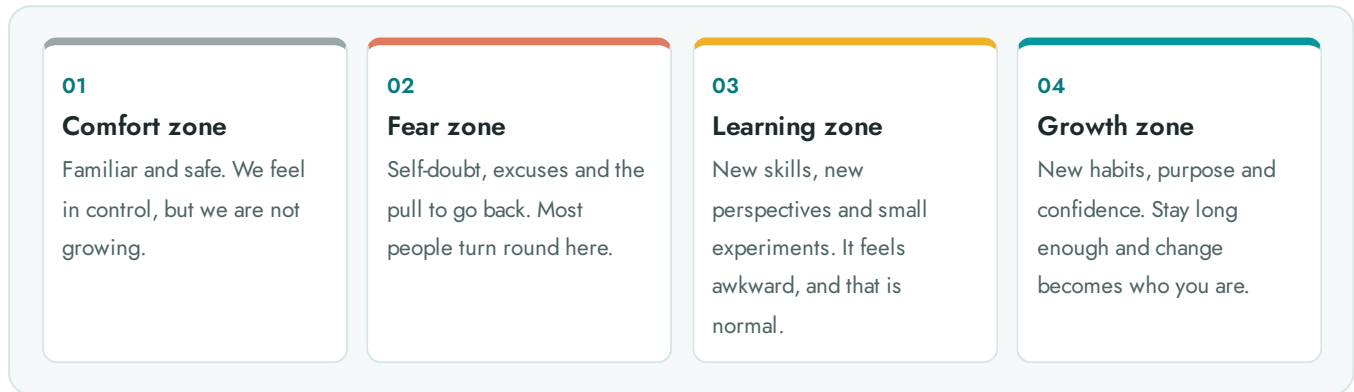
Watch the three-minute video for The altitude model free at academy.starbucksassociates.com/free-tasters/3-minute-leader-learning/

The four zones of growth

Where are you now, and what will help you stay long enough for change to stick?

Worksheet · 15 minutes

The journey



Why staying matters

Most people step out of their comfort zone, feel the fear and step straight back in. Others reach the learning zone, try something once and stop. Transformational change comes from staying in the learning and growth zones long enough for new behaviour to become a habit.

Where am I now?

Area of my leadership	Comfort	Fear	Learning	Growth
Leading myself: time, energy and mindset	☐	☐	☐	☐
Coaching conversations and feedback	☐	☐	☐	☐
Leading my team	☐	☐	☐	☐
Leading direction and change	☐	☐	☐	☐
Influence, conflict and learning	☐	☐	☐	☐

What pulls me back to comfort?

The thoughts, habits or situations that send me back to what feels familiar

My fear zone signals

How I know I am in the fear zone, for example putting things off, over-preparing or making excuses

Three ways through the fear zone

Name it

Say to yourself, "This is the fear zone."
Naming the feeling takes away much of its power.

Make it smaller

Choose the smallest possible step you can take today.

Tell someone

Share what you are practising and ask them to check in with you.

My growth commitment

The model I will start with

What growth will look like

Review date

BEFORE YOU START

Which zone am I in right now as a leader, and what would growth look like for me this year?

The altitude model

Where you stand shapes what you see.

Practice tool · one week

The model

Rocket

Five years and beyond: markets, brand and the long-term future.

Aeroplane

One to three years: strategy, investment and direction.

Helicopter

Three to twelve months: patterns across the whole operation.

On the ground

This week: the task, the shift and the customer in front of you.

How it works

Every leader works at more than one altitude, but most of us drift down to the ground when we are busy. The model helps you notice the height you are working at and ask whether it is the right one for your role. Seniority is not about never landing; it is about dropping in with purpose and lifting back out again.

A new perspective

FROM

Solving every problem myself, on the ground



TO

Choosing my altitude on purpose and lifting back up

Model credit: Starbuck & Associates.

Practise it this week

For five working days, note at the end of each day which altitude you spent most time at. On day three, pick one task you would normally do yourself and hand it to someone on the ground.

ZONE CHECK

Handing work over will feel uncomfortable at first. That discomfort is the learning zone: stay with it for the full week.

Your seven-day practice log

Each day, note what you tried and what happened. Circle the zone you were in: C comfort, F fear, L learning, G growth.

Day	What I tried	What happened	My zone
Day 1			☐ C ☐ F ☐ L ☐ G
Day 2			☐ C ☐ F ☐ L ☐ G
Day 3			☐ C ☐ F ☐ L ☐ G
Day 4			☐ C ☐ F ☐ L ☐ G
Day 5			☐ C ☐ F ☐ L ☐ G
Day 6			☐ C ☐ F ☐ L ☐ G
Day 7			☐ C ☐ F ☐ L ☐ G

YOUR REFLECTION QUESTION

When did I land this week, and what pulled me down?

What I learned

My next step to stay in the growth zone

FORTY MODELS, FIVE THEMES

Work through them in order, one a week, or dip into the model that fits the challenge in front of you today. One a week gives you a full year of leadership growth.

01 TO 08: LEADING YOURSELF

- 01 The altitude model** Free in this taster Where you stand shapes what you see.
- 02 In and out of my control** Put your energy where it counts.
- 03 The Pareto principle** A few things drive most of your results.
- 04 The Eisenhower matrix** Urgent is not the same as important.
- 05 Growth mindset** Ability grows with effort, strategy and feedback.
- 06 The ladder of inference** We climb from facts to conclusions in seconds.
- 07 The Johari window** Grow what others know about you, and what you know about yourself.
- 08 The four sources of energy** Manage your energy, not just your time.

17 TO 24: LEADING TEAMS

- 17 Leader, manager, operator** Context, content and process.
- 18 Stages of team development** Every team goes through stages.
- 19 The five dysfunctions of a team** Trust is the foundation of teamwork.
- 20 Psychological safety** Safe to speak up, safe to learn.
- 21 Situational leadership** Match your style to the person and the task.
- 22 Levels of delegation** Be clear about who decides.
- 23 RACI** Who does what, clearly.
- 24 The trust equation** Trust can be built on purpose.

33 TO 40: INFLUENCE, CONFLICT AND LEARNING

- 33 Conflict modes** Choose your approach to conflict.
- 34 The stakeholder map** Focus your influence where it matters.
- 35 Kolb's learning cycle** Experience only becomes learning when you reflect.
- 36 Stop, start, continue** Ten minutes that shape next week.

09 TO 16: COACHING CONVERSATIONS

- 09 How and what questions** Open questions open thinking.
- 10 The GROW model** A simple shape for a coaching conversation.
- 11 SBI feedback** Feedback people can hear and use.
- 12 Radical Candour** Care personally and challenge directly.
- 13 From drama triangle to empowerment** Change the role, change the conversation.
- 14 Parent, adult, child** Speak adult to adult.
- 15 Three levels of listening** Listen to understand, not to reply.
- 16 Own it between sessions** Change happens between conversations, not in them.

25 TO 32: DIRECTION, DECISIONS AND CHANGE

- 25 Begin with the end in mind** Picture the destination, then work backwards.
- 26 The Golden Circle** Start with why.
- 27 The Cynefin framework** Different situations need different responses.
- 28 Kotter's eight steps** A roadmap for leading change.
- 29 ADKAR** Change happens one person at a time.
- 30 The change curve** Emotions follow a pattern during change.
- 31 The SCARF model** Five social needs that drive behaviour.
- 32 The pre-mortem** Imagine failure to prevent it.

READY FOR ALL 40 MODELS?

3-MINUTE LEADER LEARNING

Forty three-minute videos, forty practice tools and the four zones of growth worksheet, with about 20 estimated learning hours including practice.

£99 per person, per year, inc. VAT

Annual subscription: 12 months' access for one person. Want it for a whole team? Talk to us about licences for your organisation.

academy.starbuckassociates.com/courses/3-minute-leader-learning/

The models are presented by Starbuck & Associates for learning and development purposes. This taster provides general learning and development content. It is not professional advice.