



Pick one AI-adoption behaviour you want from leadership. Trace its consequences outward. The second ring is where the real shifts hide.

THE LEADERSHIP BEHAVIOUR

e.g. Opens Claude on screen in the weekly all-hands

FIRST-ORDER CONSEQUENCE

...WHICH LEADS TO

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e.g. Execs stop delegating AI to analysts ... which leads to ... mid-managers copy it in their meetings

THE LEADERSHIP SHIFT THIS REVEALS

Common trap: writing first-order consequences that are really hopes. A consequence you could observe on a Tuesday counts; a mood does not.