

WELCOME — HOW TO USE THIS TOOL

What is the Leadership ICS?

The Leadership Insight Cheat Sheet (ICS) is a conversation guide — not a form to fill out. Use it to have intentional 1:1 conversations with each person on your team so you can lead them in a way that actually works for THEM. The Generational Lens callouts help you interpret their answers through the lens of their generation.

5 Steps to Use This Tool

- STEP 1** Schedule a dedicated 30-minute conversation — separate from performance reviews.
- STEP 2** Open with: 'I want to understand how you work best so I can support you better.'
- STEP 3** Work through the 5 sections — focus on the ones most relevant to your relationship.
- STEP 4** Use the Generational Lens as your internal decoder — not a script to read aloud.
- STEP 5** Revisit every 6 months as your team grows and relationships evolve.

QUICK GENERATION REFERENCE

"BUILDER"	1946–1964	Formal Legacy Respect Structured
"BALANCER"	1965–1980	Direct Autonomous Efficient No micromanaging
"INNOVATOR"	1981–1996	Purpose Collaborative Frequent feedback Be seen
"ACCELERATOR"	1997+	Transparent Real-time Safety Always the WHY

SECTION 1 OF 5 — GENERAL MANAGEMENT

Use these questions to understand how each team member prefers to be managed day-to-day.

QUESTIONS TO ASK

How do you prefer to communicate? (email, chat, face-to-face, call)

How often do you prefer to have check-ins or meetings?

How much autonomy do you feel comfortable with in your role?

What kind of support do you need from me to do your best work?

GENERATIONAL LENS

GENERATIONAL LENS — What to listen for based on who you're leading:

"BUILDER"

Prefers formal, documented communication. Structured weekly check-ins feel respectful, not intrusive.

"BALANCER"

Wants autonomy first. Over-checking reads as micromanagement. Keep updates direct and efficient.

"INNOVATOR"

Thrives with collaborative check-ins. Silence reads as indifference — brief touch points matter.

"ACCELERATOR"

Needs context with every ask. Wants to know the WHY before committing fully to the HOW.

SECTION 2 OF 5 — COACHING

Use these questions to align on growth goals and learning preferences before building development plans.

QUESTIONS TO ASK

- What are your career goals and how can I help you achieve them?

- What skills or areas do you want to develop further?

- How do you learn best? (hands-on experience, reading, mentorship, training)

- Are there specific resources or opportunities you find most helpful?

GENERATIONAL LENS

GENERATIONAL LENS — What to listen for based on who you're leading:

"BUILDER"

Values legacy and mastery. Mentorship roles and being seen as a subject matter expert fuels growth.

"BALANCER"

Self-directed learners. Point them to resources and let them drive. Don't over-structure development.

"INNOVATOR"

Purpose-driven growth. Connect development to a bigger mission or a visible career pathway.

"ACCELERATOR"

Wants rapid skill-building and full transparency about what growth looks like at your organization.

SECTION 3 OF 5 — CORRECTING

Use these questions to understand how each person receives corrective feedback before you need to deliver it.

QUESTIONS TO ASK

- How do you prefer to receive constructive criticism?

- What is the best way for me to approach you with corrective feedback?

- When is the best time for you to receive feedback on areas of improvement?

- Do you prefer immediate feedback or during a scheduled review?

GENERATIONAL LENS

GENERATIONAL LENS — What to listen for based on who you're leading:

"BUILDER"

Prefers private, formal delivery. Correct in a 1:1 — never publicly. Frame around institutional standards.

"BALANCER"

Direct and efficient. State the issue, the impact, the fix. Skip the lengthy emotional build-up.

"INNOVATOR"

Needs warmth around the correction. Separate identity from behavior. Frame it as growth, not failure.

"ACCELERATOR"

Wants real-time, specific feedback. Vague correction creates anxiety. Be clear, kind, and immediate.

SECTION 4 OF 5 — PRAISING

Use these questions to understand what meaningful recognition actually looks like for each person.

QUESTIONS TO ASK

- How do you prefer to be recognized for your achievements?

- What type of recognition is most meaningful to you? (public, private, rewards)

- How do you like to celebrate team successes or milestones?

- Are there specific ways you'd like the team to acknowledge accomplishments?

GENERATIONAL LENS

GENERATIONAL LENS — What to listen for based on who you're leading:

"BUILDER"

Public recognition tied to legacy and contribution. Acknowledge their experience and institutional value.

"BALANCER"

Private acknowledgment preferred. A direct 'great work, here's why it mattered' goes a long way.

"INNOVATOR"

Visible recognition tied to purpose. Shout-outs, growth opportunities, or stretch assignments land well.

"ACCELERATOR"

Authentic and specific. Generic compliments fall flat. Name exactly what they did and why it mattered.

SECTION 5 OF 5 — TEAM DYNAMICS

Use these questions to understand how each person prefers to collaborate and handle conflict within the team.

QUESTIONS TO ASK

- How do you prefer to collaborate with your teammates?

- What can I do to facilitate better teamwork and communication on the team?

- How should I approach situations where there is conflict or disagreement?

- What role do you think I should play in resolving team conflicts?

GENERATIONAL LENS

GENERATIONAL LENS — What to listen for based on who you're leading:

- "BUILDER"** Values structure in collaboration. Clear roles, defined processes, respect for hierarchy in conflicts.
- "BALANCER"** Prefers minimal drama. Address conflict directly and efficiently. Don't make it bigger than it needs to be.
- "INNOVATOR"** Thrives in collaborative environments. Needs psychological safety to voice disagreement constructively.
- "ACCELERATOR"** Wants full transparency in how conflict is handled. Fairness and inclusion matter deeply to this generation.