

“Leadership is being present to influence others.”

# EFFECTIVE LEADERSHIP: FRAMEWORKS FOR **DIVERSE** ENVIRONMENTS

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**CIMI SOLUTIONS**  
CREATIVE INSIGHTS FOR  
MEASURABLE IMPACT



## Welcome

Effective leadership today requires more than authority—it requires adaptability, clarity, and alignment with diverse stakeholders. This workbook is designed as a practical companion to the Effective Leadership: Frameworks for Diverse Environments workshop. It will help you reflect on your organization’s current leadership model, assess the complexity of the environment you operate in, and apply proven frameworks such as Situational Leadership® and the CFOSS® paradigm. Through guided exercises and reflections, you’ll learn how to identify stakeholder needs, align your value propositions, and prioritize engagement to accelerate organizational success. Use this workbook not only to review what you learned in the session but also as a roadmap for applying these tools to your leadership practice.

## Contents

### Section 1: Leadership Then and Now - 1.0 vs. 2.0 Models

- Understand the differences between traditional and modern leadership models
- Reflect: What leadership style does your organization currently practice?

### Section 2: Leading Through Change and Complexity

- Explore the realities of scaling: volatility, uncertainty, complexity, and ambiguity (VUCA)
- Reflect: What types of change and complexity are most impacting your organization?

### Section 3: Leadership Models for Scaling - Situational Leadership®

- Learn the four foundational competencies: Diagnose, Adapt, Communicate, Advance
- Apply the Situational Leadership® model to your organization’s current challenges
- Reflect: How can adapting your leadership style accelerate growth and effectiveness?

### Section 4: Frameworks for Leadership Success - The CFOSS® Paradigm

- Identify your CFOSS® customers: Core, Financial, Operational, Strategic, and Social
- Pinpoint the unique needs of each stakeholder group
- Craft value propositions that align with those needs
- Evaluate alignment and identify mismatches
- Prioritize engagement: Who should you address first, and in what sequence?

### Section 5: Bringing It Together - From Awareness to Action

- Case reflection: Lessons from real-world misalignment (e.g., Semmelweis)
- Apply frameworks to your current leadership model
- Action planning: Start, Stop, Continue



## Learning Objectives

By the end of this session, participants will be able to:

1. Distinguish between Leadership 1.0 and 2.0 models
2. Recognize how growth creates complexity and leadership challenges
3. Apply proven frameworks (e.g., Situational Leadership®, CFOSS, etc.)
4. Use the CFOSS® paradigm to align with stakeholder priorities
5. Strategically engage the right stakeholders at the right time



## Leadership Models 1.0 vs 2.0

The Leadership 1.0 model represents a traditional, first-generation approach rooted in command-and-control management. It relies on hierarchical authority, top-down decision-making, one-way communication, and a focus on efficiency in stable, predictable environments. Originating during the Industrial Revolution, it reflects the structured principles of scientific management and bureaucracy. In contrast, Leadership 2.0 shifts toward collaboration, trust, and people development. It emphasizes two-way communication, shared decision-making, and motivating through purpose rather than fear or reward. Leaders focus on building relationships, empowering teams, and fostering adaptability to thrive in dynamic, knowledge-driven environments.

Aspect	Leadership 1.0 (Traditional Leadership)	Leadership 2.0 (Modern Leadership)
Focus	Hierarchy & control	Collaboration & empowerment
Decision-Making	Top-down, centralized	Decentralized, shared
Communication	One-way, directive	Open, transparent dialogue
Flexibility	Rigid structures	Agile, adaptable
Employee Role	Task-driven, compliance-based	Purpose-driven, innovation-focused
Technology Use	Limited, traditional tools	Digital-first, automation & AI-driven
Work Environment	Office-based, structured	Hybrid, flexible, remote-friendly
Key Leadership Traits	Authority, expertise, stability	Emotional intelligence, adaptability, inclusivity

# Leadership Style Self-Assessment

## Directions:

Read each statement and fill in the circle that best reflects how true it is of your organization.

## Use this scale:

1 = Strongly Disagree   2 = Disagree   3 = Neutral   4 = Agree   5 = Strongly Agree

#	Statement	1	2	3	4	5
1	Decisions are made mainly by top leaders with little input from staff.					
2	Communication flows mostly one way—from leaders down to staff.					
3	Authority comes from job titles and rank more than from trust or credibility.					
4	People are motivated mainly by rewards or fear rather than purpose or growth.					
5	Employees are viewed as resources to manage rather than partners to develop.					
6	Leaders focus more on enforcing rules and efficiency than developing people.					
7	Collaboration and shared ownership are encouraged in solving problems.					
8	The organization values stability over flexibility and resists new ideas.					

## Scoring:

- Step 1: Add up your total points.
- Step 2: Compare your total to the chart below:

Total Points: \_\_\_\_\_

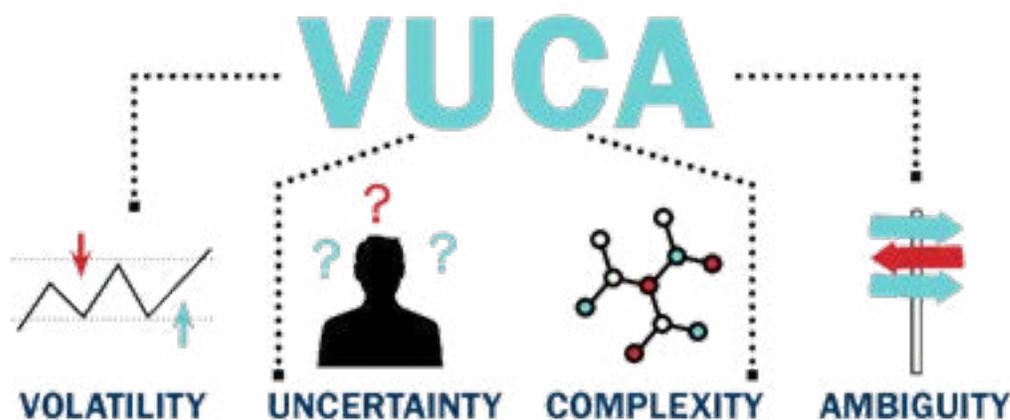
Total Score	Leadership Style
8-19 points	Leadership 1.0 – Hierarchical, control-driven
20-29 points	Blended Model – A mix of 1.0 and 2.0 behaviors
30-40 points	Leadership 2.0 – Collaborative, trust-based

## Tip:

- High scores on statements 1, 2, 3, 4, 5, 6, and 8 signal more 1.0 traits.
- High scores on statement 7 signals more 2.0 traits.
- Look for patterns – not just totals – to understand where your organization is strongest or needs growth.

## Growth Invites Change

Growth inevitably brings change, and with it comes new challenges for leaders to navigate. As organizations scale, they encounter shifting market conditions, unclear outcomes, increasing complexity, and evolving expectations—factors often described as VUCA: Volatility, Uncertainty, Complexity, and Ambiguity. Recognizing these forces helps leaders anticipate disruption, adapt their strategies, and guide their teams with clarity and confidence through times of rapid growth.



## Change Experienced in Scaling Success



Uncertainty - Strategies that worked early on may no longer be effective. Scaling requires new approaches to talent, operations, and customer engagement, often without clear or predictable outcomes.



Volatility - As companies grow, they face shifting market conditions, fluctuating customer expectations, increased competition, and unforeseen disruptions that create instability.



Complexity - Growth introduces more stakeholders, from employees and investors to regulatory bodies and strategic partners. Decision-making becomes more layered, requiring greater coordination and adaptability.



Ambiguity - As companies expand, the future becomes less defined. Strategic direction, evolving business models, and shifting industry trends require leaders to navigate an ever-changing landscape.

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1. What types of change and complexity are most impacting your organization?  
(e.g., market shifts, new technologies, regulatory changes, rapid growth, talent challenges, etc.)

Also consider:

2. How are these changes affecting the way decisions are made and communicated?
3. Where are you seeing the most uncertainty or ambiguity (unclear roles, priorities, or outcomes)?
4. How is your team or organization currently responding – and what's working or not working?

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## Leadership Models for Scaling

Now that you've explored the Situational Leadership® model, it's time to apply what you've learned to your own organization. Use the next set of questions to analyze a current team, project, or individual through the lens of Performance Readiness (R1-R4) and the matching leadership styles (S1-S4). Reflect on where your people are today, what they need from you, and how adapting your approach can help accelerate their growth and improve overall effectiveness.

1. Apply the Situational Leadership® model to your organization's current challenges (Think about one or two current projects, teams, or individuals.)

- What is the task or goal they are working on?
  
  
  
  
  
  
  
  
  
  
- How would you rate their Performance Readiness (R1-R4)?
  
  
  
  
  
  
  
  
  
  
- Which leadership style (S1-S4) would best support them right now?
  
  
  
  
  
  
  
  
  
  
- What behaviors would you need to adjust (more direction or more support)?

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2. Reflect: How can adapting your leadership style accelerate growth and effectiveness?  
(Consider how shifting your approach might build confidence, speed, or results.)

- Where do you tend to over-direct or under-support?
- How might flexing your style strengthen trust, engagement, or performance?
- What is one specific change you could make this month?

# CFOSS<sup>®</sup> ADOPTION METHODOLOGY

## HEAR... Your Customer's Need Based on CFOSS Pillars

Step 1



## ALIGN... Your Value Proposition to the Customer's Need

Step 2



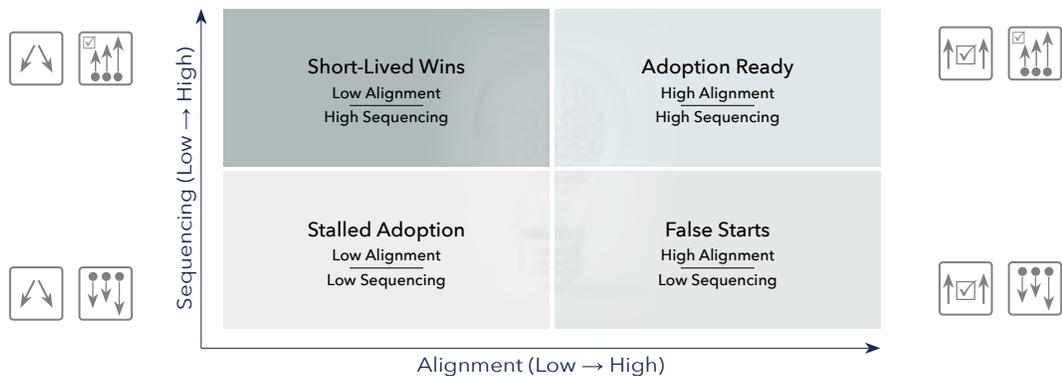
## SEQUENCE... Who to Approach First

Step 3



## ASSESS... Alignment and Sequence

Step 4



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Identify your CFOSS customers



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Identify customer needs

**CORE**  
NEEDS

**FINANCIAL**  
NEEDS

**OPERATIONAL**  
NEEDS

**STRATEGIC**  
NEEDS

**SOCIAL**  
NEEDS

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Craft value propositions (VP) that align with the above needs

**CORE**  
ALIGNED VP

**FINANCIAL**  
ALIGNED VP

**OPERATIONAL**  
ALIGNED VP

**STRATEGIC**  
ALIGNED VP

**SOCIAL**  
ALIGNED VP

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Strategize how to engage CFOSS customers in the correct order

**1**  
**CORE**  
STRATEGY

**4**  
**FINANCIAL**  
STRATEGY

**5**  
**OPERATIONAL**  
STRATEGY

**3**  
**STRATEGIC**  
STRATEGY

**2**  
**SOCIAL**  
STRATEGY

# Avoiding CFOSS Mismatches

CFOSS mismatches arise when value propositions fail to meet the needs, expectations, or priorities of their intended customer archetypes. The table below highlights the inherent complexity of CFOSS alignment, showcasing the twenty-five potential interactions between value propositions and customer archetypes.

	CORE CUSTOMER	FINANCIAL CUSTOMER	OPERATIONAL CUSTOMER	STRATEGIC CUSTOMER	SOCIAL CUSTOMER
CORE VALUE PROPOSITION (CVP)	Aligns well with their focus on solving fundamental problems effectively	Less impactful as they prioritize financial metrics over core problem-solving	Interested but needs clarity on how it integrates with existing processes	Seeks alignment with long-term strategic goals and differentiation	Appreciates alignment with community benefits but not a primary driver
FINANCIAL VALUE PROPOSITION (FVP)	Less relevant; they focus more on solving core issues than on cost savings	Highly relevant; driven by ROI and financial benefits	Needs clear data on how financial savings translate to operational efficiency	Prioritizes competitive advantage over immediate financial gains	Skeptical; requires a strong business case for social responsibility
OPERATIONAL VALUE PROPOSITION (OVP)	Prioritizes solutions that address fundamental problems, rather than focusing on integration or workflow concerns	Needs to see how operational improvements lead to cost savings	Aligns well with their focus on optimizing processes and efficiency	Interested in market differentiation, rather than existing process efficiency	Concerned about potential negative impacts on the community despite efficiency gains
STRATEGIC VALUE PROPOSITION (SVP)	Wants solutions to immediate problems over long-term advantages and market leadership	Interested in demonstrable ROI and cost savings, versus emphasis on market leadership and long-term growth and competitive advantage	Needs to see how the solution avoids disruptions	Aligns well with their focus on innovation and competitive advantage	Interested in alignment with community values and contribution to the greater good
SOCIAL VALUE PROPOSITION (SOVP)	Focuses on the solution's impact on their work rather than social aspects	Requires a strong business case for social initiatives; may need financial justification	Values social impact if it aligns with operational goals and doesn't compromise efficiency	Interested in social impact that enhances brand reputation and long-term sustainability	Aligns well with their focus on generating positive social impact and shared values

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## Reflect: Learning from Past Adoption Cycles

Identify where mismatches occurred between the value propositions you offered and the CFOSS customer archetypes you targeted. Then consider how to better align for future success.

### Part 1 – Evaluate a Past Adoption Cycle

Choose one past initiative, product, or major change your organization attempted to roll out.

1. Who were the main early “customers” you targeted and what value proposition did you emphasize to gain their support? (Core, Financial, Operational, Strategic, Social)
2. Did those value propositions align with their actual priorities and needs?
3. What signals showed misalignment or resistance?  
(Examples: slow adoption, lack of engagement, pushback, confusion, competing priorities)
4. How did those mismatches affect the adoption outcome?  
(E.g., slowed rollout, lost momentum, failed to scale, etc.)

### Part 2 – Reframe for Future Success

5. If you could approach this same group again, how would you adjust your value propositions to better align with their CFOSS archetype?
6. What sequence might work better next time?  
(Which CFOSS customers should be engaged first, second, and later in the cycle?)
7. What signals will you watch for in the future to detect alignment—or misalignment—early on?

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# Bringing it Together - From Awareness to Action

## Applying Leadership Frameworks to the Semmelweis Case

### 1. Leadership Model 1.0 vs 2.0

- Semmelweis used a 1.0 approach – top-down directives, expecting compliance without collaboration.
- A 2.0 approach would build trust, invite dialogue, and involve peers in shaping the change to increase ownership.

### 2. Situational Leadership®

- Colleagues were at low readiness (R1) – unaware, unskilled, and skeptical.
- He could have started with S1 (Directing) to provide clear structure and data, then moved to S2 (Coaching) to involve them, and eventually S3 (Supporting) as their confidence and competence grew.

### 3. CFOSS Framework

- Core Customers: Appeal to their mission of saving lives.
- Financial Customers: Highlight reduced costs from fewer infections and deaths.
- Operational Customers: Integrate handwashing into existing routines to make adoption easy.
- Strategic Customers: Show how the practice could strengthen reputation and innovation.
- Social Customers: Emphasize ethical responsibility and public trust to build social pressure and support.

## Lessons for Today

- Lead with alignment, not authority: Build trust and shared ownership before pushing change.
- Match leadership style to readiness: Diagnose where people are (R1–R4) and flex your approach (S1–S4) to meet them there.
- Address all CFOSS archetypes: Shape value propositions that speak to mission (Core), ROI (Financial), process fit (Operational), future advantage (Strategic), and community impact (Social).
- Sequence engagement strategically: Start with Core and Social champions to build momentum, then bring in Strategic, Financial, and Operational stakeholders as the evidence grows.
- Spot misalignment early: Watch for resistance, confusion, or disengagement as signals to pause, listen, and reframe your approach.
- Balance urgency with empathy: Move fast enough to maintain momentum, but slow enough to bring people along.

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# Apply Frameworks to Your Current Leadership Model

Review your earlier reflections (VUCA, Leadership 1.0 vs 2.0, Situational Leadership®, CFOSS®). Use the following questions to evaluate how well your current leadership model supports adoption and growth.

1. Where does your organization show signs of Leadership 1.0 vs 2.0?
2. How effectively do leaders adapt their style (S1-S4) to team readiness (R1-R4)?
3. Which CFOSS customer groups are well aligned with your value propositions—and which are often mismatched?
4. Where do VUCA conditions make leadership especially difficult right now?
5. What strengths in your current leadership model support adoption and growth, and where do you see gaps or opportunities for improvement?



**START**



**STOP**



**CONTINUE**

# *action plan*

## **My Leadership Action Plan**

Identify specific actions you will take to improve alignment, adaptability, and adoption success in your organization.

### Start

(Habits, practices, or mindsets that block progress)

### Stop

(Effective practices you will sustain and build on)

### Continue

(New behaviors, practices, or conversations you will begin)

# next steps

## Bring These Frameworks to Your Team

If you found value in the Situational Leadership® and CFOSS® frameworks and want to equip your leaders to apply them in real time, we'd love to partner with you. Our team offers customized workshops, training sessions, and implementation support to help organizations build adaptable, high-performing leadership cultures. Contact us to explore how we can bring Situational Leadership® or CFOSS® training to your organization and accelerate your growth.

### Additional Courses:

Emotional Intelligence®

Disc®

Leading Remote And Hybrid  
Teams

Leading Multigenerational Teams

Leading Sales

Effective Leadership Frameworks  
For Diverse Environments

Leading Organizational Change  
For Exceptional Results

Leadership In A VUCA World

Leading Innovation

Corporate Entrepreneurship

Entrepreneurial Thinking

Design Thinking

Design For New Ventures

Business Model Innovation

New Venture Development

# CUSTOMER ADOPTION REIMAGINED

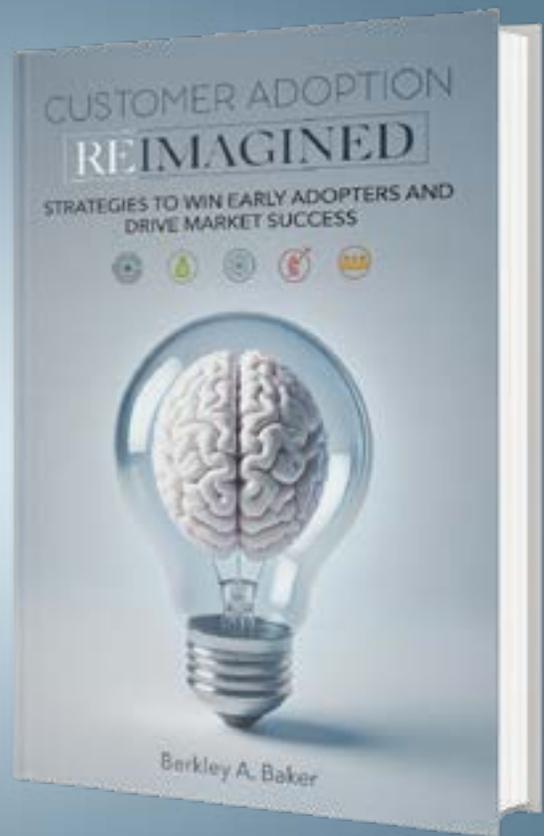


## Speed Up Early-Stage Market Adoption

What if you could bring your innovation to market faster, with fewer delays, less waste, and stronger customer buy-in from day one?

Customer Adoption Reimagined reveals a practical, actionable road map to help startups, entrepreneurs, and corporate innovators break through early adoption barriers.

Ebook and paperback available at these retailers.



## Thank You Note

Thank you for participating in Effective Leadership: Frameworks for Diverse Environments. We hope this session expanded your perspective on leadership in today's dynamic environment. As you reflect on the key insights, remember that leadership must evolve from hierarchy to empowerment, and frameworks provide the clarity, alignment, and adaptability needed to navigate change. The CFOSS® paradigm sharpens your ability to engage stakeholders and sequence them in the right order—because success depends on prioritizing the right people at the right time. Ultimately, effective leaders reduce resistance, accelerate adoption, and create momentum for lasting impact.

