



LEADERSHIP MANIFESTO

For people who bring humanity, substance, and integrity to leadership.

Leadership impacts lives.

How people are led shapes whether they feel they belong and are valued; whether they can speak, contribute and plan their lives without avoidable fear; and whether their confidence and potential expand or contract. Its influence does not stop at the end of the working day. Leadership can support valuable work, human growth, and healthy relationships. It can also cause real harm. That is why it deserves to be understood and practiced with care and professional commitment.

1. Leadership is more than a role. It is a human phenomenon.

Wherever people need to make sense of uncertainty, coordinate effort, exercise judgement, and act together, leadership is present. It exists across organisations, not only at the top. Formal roles, however, bring particular authority, privilege, and responsibility.

2. Power and influence should be used with care.

Leaders hold positional authority and relational influence. Their decisions, words, silences, and responses affect what others feel able to say and do. They can create belonging and confidence, or fear and withdrawal. Leadership is not harmless, and good intentions do not remove its consequences.

3. People and context matter.

Leadership never happens in a vacuum. It is shaped by relationships, history, culture, structures, incentives, technology, power, and the wider world. People respond to one another and adapt, sometimes in ways nobody intended. A response that helps in one setting may fail in another. Good leadership begins by looking closely at what is actually happening and the nature of the system in which it is happening.

4. Curiosity comes before certainty.

Leaders do not need to pretend to have every answer. They do need to ask worthwhile questions, listen carefully, and remain open when another person's view unsettles their own. Curiosity brings in information that certainty can almost always shut out.

5. Courage makes honest work possible.

It takes courage to name what is not working, invite perspectives that may be difficult to hear, and challenge another person with respect. It also takes courage to examine your own part in a problem and accept responsibility for the consequences of your influence.

6. Leadership is practised, not performed.

Leadership is formed through thousands of ordinary moments: conversations, decisions, choices, silences, relationships, and responses. Style, charisma and carefully worded values matter little when everyday behaviour tells a different story. Leadership becomes credible through what people repeatedly experience.

7. Sound judgement can be strengthened.

Leaders often have to act without complete information. Judgement grows when experience is examined, evidence is used carefully, other voices are heard, and people become more aware of the beliefs and emotions shaping their choices. It does not guarantee a perfect decision. It helps leaders make considered choices, understand the trade-offs, and adapt when circumstances change.

8. Leadership can expand or contract human potential.

People are often capable of more than they or their organisations currently recognise. Leadership can create the belonging, confidence, and room that helps people contribute and grow. It can also make them smaller, quieter, and less willing to take a risk. The difference matters.

9. Development belongs in the work itself.

Leadership is not learned only through programmes, models, or case studies. It develops when people reflect on real experience, have the conversations that are needed, and try different choices in situations that matter. Models and evidence should help people understand and act, not sit apart from the work. Real work in real time, with development built in.

10. Good development creates agency.

The aim is not to make people dependent on an expert, a model, or a programme. It is to leave them more able to think, speak, decide and act for themselves; more willing to ask for help when they need it; and more aware of the effect their choices have on others.

At Glasshouse, we want leadership to improve lives as well as organisational results.

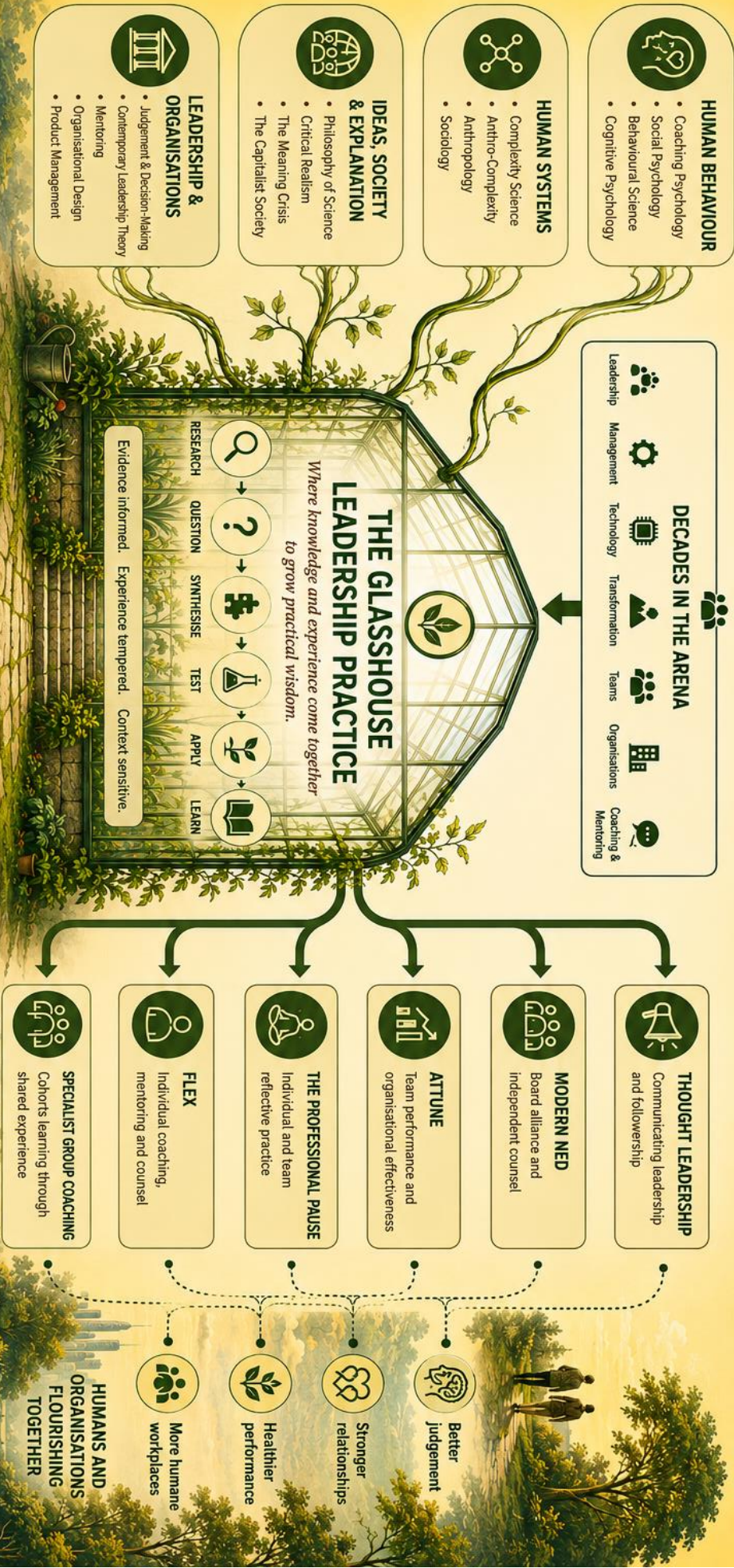
We want leaders whose organisations are where people can belong, contribute, grow and do good work together; where they stay curious, act with courage, use evidence with care and accept responsibility for their influence.

Humanity keeps people and consequences in view. **Substance** brings credible evidence, relevant experience, and careful thought. **Integrity** asks us to be honest about what we know, what we can offer, and the effect we have.

If you lead, choose to understand, then practice with care and commitment.

The Glasshouse Environment

A lifetime of inquiry. A commitment to understanding what shapes human behaviour, leadership and performance.



We study what shapes human judgement, behaviour and performance at work.
We turn that understanding into practical counsel for leaders and their organisations.

INQUIRY • EXPERIENCE • JUDGEMENT • PRACTICE • IMPACT

The Glasshouse Leadership Practice is our commitment to lifelong learning and the courageous application of that learning for the good of people and organisations.