

S A M E O L D N E W

# THE LEADERSHIP TOOLKIT

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## Three Frameworks Your Managers Can Use This Week

Most leadership training gives your people inspiration that fades by Monday. This toolkit gives them frameworks that work on Monday morning — and every morning after.



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## WHY THIS TOOLKIT EXISTS

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Here's the pattern in every organization we work with: you promote your best individual contributors into leadership roles. They were outstanding at their job. And then — with little training, no real frameworks, and a calendar full of meetings nobody prepared them for — you expect them to lead.

**They don't need more motivation. They need tools.**

This toolkit contains three of the proprietary frameworks from the SAMEOLDNEW Method — the same intellectual property behind our corporate programs, cohort accelerators, and keynote engagements. They work because they're built on behavioral science, emotional intelligence, and 15 years of real organizational work.

Share these with your managers. Put them on the wall. Use them in your next team meeting. And when you want the full system — the kind that transforms how your entire bench leads — that's what we do together.

## WHAT'S INSIDE

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**Framework 1: The Cycle of Stuck** — Why high performers plateau when they step into leadership, and the pattern that keeps them there.

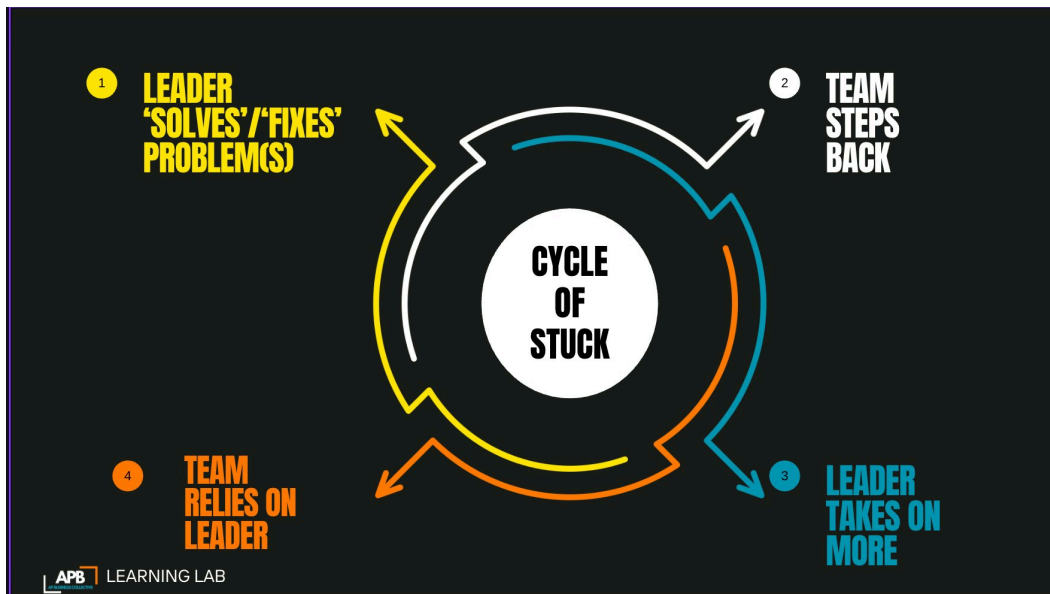
**Framework 2: BE CALM** — A 6-step model for navigating difficult conversations without avoidance, escalation, or damage.

**Framework 3: The LEAD Framework** — A 4-pillar system for building sustainable leadership habits across self-leadership, empowerment, reality, and systems.

# The Cycle of Stuck

Every high performer who steps into leadership eventually hits the same wall. Not because they lack talent — but because the very habits that made them successful as individual contributors become the trap that keeps them stuck as leaders. Someone brings you a problem, you solve it because you know the answer. And then it happens again. And again. Until your workload increases, knowledge distribution diminishes, and you’ve accidentally built a team that can’t function without you.

Here’s how the cycle works:



- 1 Leader Solves** — Someone brings a problem. The high performer jumps in and fixes it. Faster, easier, done right.
- 2 Team Steps Back** — The team learns the pattern and stops stepping up. Ownership quietly shifts upward.
- 3 Leader Takes On More** — The leader absorbs more work. They feel indispensable. Burnout begins.
- 4 Team Relies on Leader** — The cycle locks in. The team can’t function without the leader. Everyone is stuck.

**The Break:** The cycle breaks when the leader stops solving and starts developing. Instead of fixing the problem, they ask: **“Who on my team could grow by working through this?”** Instead of being the answer, they become the question.

*Use this with your team: Print this framework. In your next 1:1, ask your manager: “Where in this cycle are you right now?” Most leaders recognize themselves immediately — and that recognition is the first step out.*

# The BE CALM Model

*A Framework for Difficult Conversations*

The number one thing leaders avoid is the difficult conversation. The one about performance. The one about boundaries. The one about the elephant in the room that everyone sees and nobody names. BE CALM gives your managers a repeatable structure for having those conversations — without avoidance, without escalation, and without damage.

## **B** BEGIN WITH INTENTION

Prepare mentally and emotionally before the conversation starts. Know what outcome you're seeking. Check your emotional state. If you're reactive, you're not ready.

**Try:** *"Why am I having this conversation? What do I want to achieve?"*

## **E** EXPRESS PURPOSE

Clearly state why you're having the conversation — in the first 30 seconds. Don't bury the lead. Don't soften it into meaninglessness. Say why you're here.

**Try:** *"Hey [Name], there's something I want to talk to you about. Would now be a good time?"*

## **C** CLARIFY THE FACTS

Share what you've observed — without judgment. Stick to behaviors, not character. "I noticed you missed the last three deadlines" is a fact. "You don't care about the work" is a story.

**Try:** *"I've noticed the project deadlines have been missed, and I wanted to check in."*

## **A** ACKNOWLEDGE YOUR ROLE

Own your contribution to the situation, even if it's just inaction. This disarms defensiveness and models the accountability you're asking for.

**Try:** *"I realize I didn't bring this up sooner, and that's on me."*

## **L** LISTEN TO UNDERSTAND

Hear them out. Don't defend, don't rebut, don't plan your next sentence while they're talking. Your job in this step is to gain perspective, not to win.

**Try:** *"It sounds like you're saying you felt left out of the decision. Is that right?"*

## **M** MOVE TO RESOLUTION

Collaborate on what happens next. Not what you dictate — what you build together. The conversation isn't over when you've said your piece. It's over when there's a path forward.

**Try:** *"What do you need from me moving forward? Here's what I propose..."*

*Use this with your team: Before your next difficult conversation, walk through each letter of BE CALM as a prep checklist. After the conversation, debrief with yourself: which step did I skip? That's usually where it went sideways.*

# The LEAD Framework

*Four Pillars of Sustainable Leadership*

Individual frameworks solve individual problems. But lasting leadership transformation requires a system — a way of thinking about leadership that connects self-awareness to team development to organizational impact. LEAD is that system.

## L — Lead Yourself First

Self-awareness and personal leadership. Everything starts here. Before you can lead others, you need to understand your own patterns — your triggers, your blind spots, your default responses under pressure. This pillar covers leadership identity, decision-making, emotional regulation, and personal presence. The leaders who skip this step wonder why their teams don't trust them.

## E — Empower Others

Team development and delegation. The shift from doing the work to developing the people who do the work. This pillar covers coaching conversations, progressive delegation, recognition systems, and trust-building. It's where the Cycle of Stuck gets broken — when you stop being the answer and start being the question.

## A — Address Reality

Difficult conversations and conflict. The conversations you've been avoiding are the ones your team needs most. This pillar covers the BE CALM model, conflict management, boundary-setting, managing up, and performance conversations. Leaders who address reality early prevent the crises that consume everyone's energy later.

## D — Develop Systems

Processes and strategic thinking. Individual leadership moments matter. But sustainable leadership requires systems — accountability structures, meeting protocols, strategic priorities, and time management approaches that don't depend on willpower. This pillar turns good intentions into operational reality.

*Use this with your team: Ask each manager to self-assess on a 1–10 scale for each pillar. Where they score lowest isn't a weakness — it's the pillar that's quietly undermining the other three. Start there.*

## THESE FRAMEWORKS ARE THE STARTING POINT

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What you just read is the intellectual property behind every engagement Kelvin A. Jenkins delivers — whether it's a keynote for 2,000 people, a 12-week leadership accelerator, or a private coaching session with a senior leader.

These frameworks work on paper. They work even better when they're facilitated by someone who's spent 15 years helping leaders see what they can't see themselves.

## THREE WAYS TO GO DEEPER

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**Keynote Speaking** — Bring Kelvin to your next conference, summit, or offsite. High-impact talks built on original frameworks. Your room won't be the same after.

**APEX Leadership Accelerator** — A 12-week cohort program that transforms high-potential employees into confident, effective leaders. 10–15 leaders per cohort. Built for organizations that want a pipeline, not just a one-day training.

**Executive Coaching** — Deep, 1:1 coaching for leaders navigating high-stakes transitions. ICF PCC-credentialed. Built on the CLEAR Method.

## SAMEOLDNEW

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# LET'S TALK ABOUT YOUR TEAM

One conversation is all it takes to know if this is the right fit.

Book a 20-minute strategy call:

<https://link.yaacmsg.com/widget/booking/YZFuDY4vGCCU1OWSyfxO>

Email: [kelvin@apbcollective.com](mailto:kelvin@apbcollective.com)