

## A LIFT CONSULTING GUIDE

# The 3 Keys to Leadership That Actually Changes Behavior

Why most leadership development doesn't stick, and the three things that make it last.

Most leadership programs measure the wrong thing. They track completion and satisfaction, a good score, a nice evaluation, a certificate. But six months later, behavior often looks exactly the same.

That is not a failure of effort or intelligence. It is a failure of design. Insight alone does not change how a leader shows up on a hard Tuesday. Lasting change comes from a specific cycle, one we have watched produce real behavioral shifts across long executive cohorts and that is supported by decades of leadership development research.



Learning builds belief. Experiments create experience. Reflection yields insight. The cycle turns over again, at the personal and the organizational level.

When any one of these is missing, change stalls. Learning without experimentation stays theoretical. Experimenting without reflection becomes noise. Reflection without new learning just recycles old beliefs. Together, they compound.

## The three keys, in practice

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1

### Focused Learning

Learn the few principles that actually matter for the moment you are in, applied to a real situation, not another binder of models. Depth over volume.

**Try this:** pick one principle your leaders already "know" and make it the only focus for two weeks.

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2

### Deliberate Experimentation

Turn the idea into a small, intentional change in real work. Experiments create the firsthand experience that shifts belief in a way reading never can.

**Try this:** ask each leader to run one small experiment before the next meeting, and to predict what will happen.

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3

### Disciplined Reflection

Capture what happened, what changed, and what it means. Reflection is where experience hardens into insight and new, lasting belief.

**Try this:** end every session by writing one sentence: "What will I do differently because of what I just learned?"

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## Start this week

1. Choose one leadership behavior that, if it improved, would matter most right now.
2. Name one small experiment each person will run this week to practice it.
3. Book fifteen minutes to reflect together on what happened, and set the next experiment.

### Want to see where your leaders are getting stuck?

Take the free 2-minute check, or start a conversation with Shawn.

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Grounded in Positive Organizational Scholarship and research associated with the University of Michigan Center for Positive Organizations, and in leadership development research on focused learning, experimentation, and reflection. Offered independently by Lift Consulting.