

# Leadership in the System™

## Guide 1 - A Reflection Guide for Leaders

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Most organisations focus on behaviour and outcomes.  
Leadership in the System™ encourages leaders to examine the conditions creating them.

Developed By

*Archangelica* 

# A Note Before You Begin

Over the years, I have become increasingly interested in a simple question:

Why do well-intentioned organisations sometimes struggle to achieve the outcomes they aspire to?

When results disappoint us, we often look first at people.

- Why aren't they speaking up?
- Why aren't they collaborating?
- Why aren't they embracing change?

But increasingly, I have come to believe that a different question can be more helpful:

What conditions have we created that make those responses more likely?

This short reflection guide invites you to pause and look beyond behaviours and outcomes to explore the systems shaping them.

It provides a series of questions to help you think differently about leadership, culture and the conditions people experience every day.

As you work through the guide, I invite you to be curious rather than critical.

Because results are not accidental.

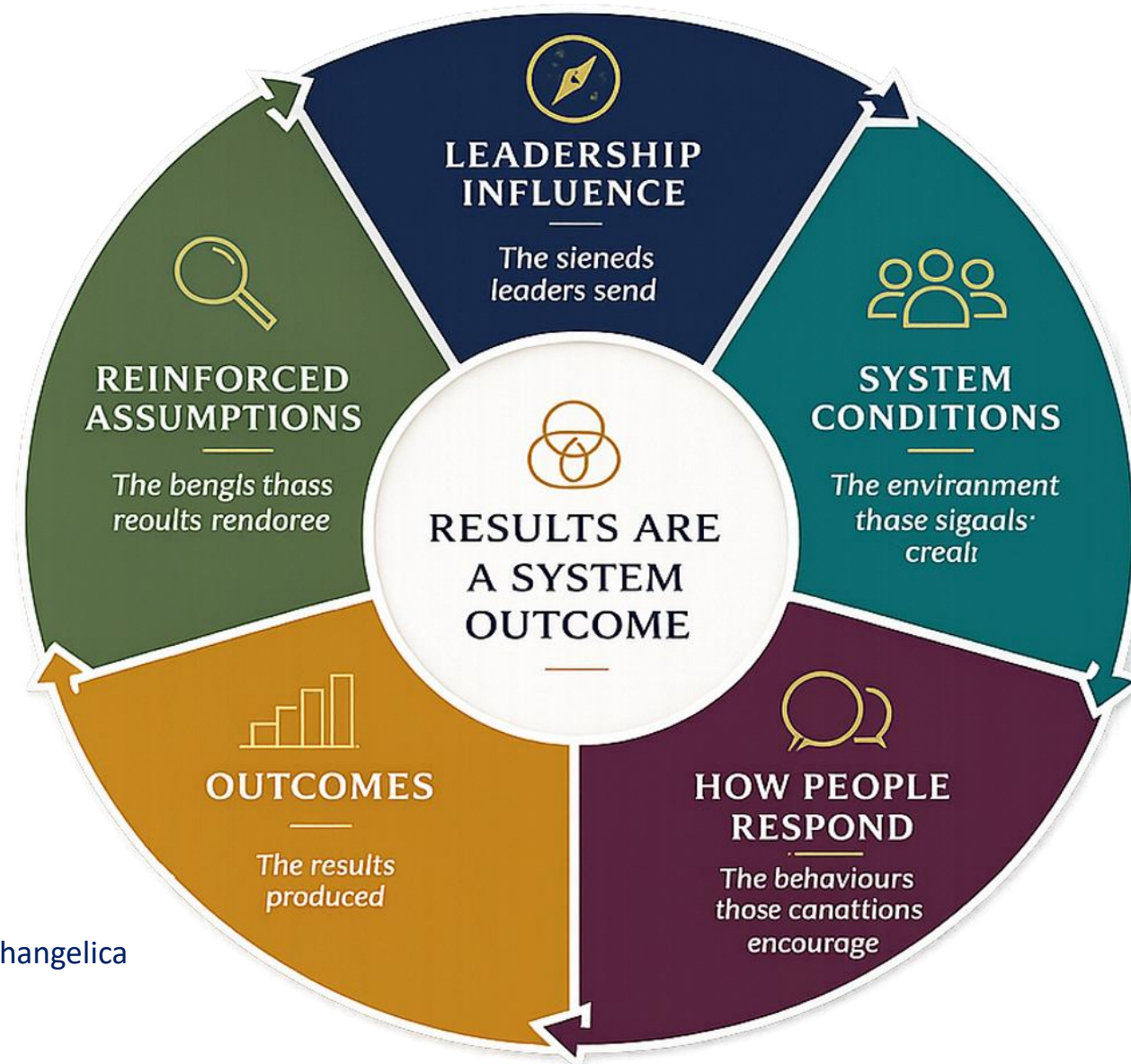
They are produced by the systems we create.

*Fiona Daniel*

Founder, Archangelica™  
Leadership | Systems | Culture

# Results are a system outcome

# Leadership in the System™ Cycle



Developed by Fiona Daniel | Founder Archangelica

What signals do leaders send through their actions?

What behaviours are rewarded?

What behaviours are tolerated?

What messages do people receive about what matters?

What do leaders notice, celebrate and challenge?



# LEADERSHIP INFLUENCE

*The signals leaders send*



What conditions help people thrive?

Where do people experience friction?

How consistent is the people and customer experience?

How easy is it for people to learn, contribute and succeed?

What conditions may unintentionally disadvantage some groups?



## SYSTEM CONDITIONS

*The environment those signals create*



How do people respond to the conditions they experience ?

Where do people speak up?

Where do people stay silent?

What behaviours are encouraged?

What behaviours are discouraged?



## HOW PEOPLE RESPOND

*The behaviours those conditions encourage*



What outcomes are we seeing?

What outcomes are improving?

What outcomes concern us?

What patterns are visible?

What might these outcomes be telling us about the wider system?



# OUTCOMES

*The results produced*



What assumptions exist about people, performance or potential?

Which assumptions may need challenging?

What stories do people tell about "how things work around here"?

Which assumptions are helping progress?

Which assumptions may be holding progress back?



# REINFORCED ASSUMPTIONS

*The beliefs those results reinforce*



# Bringing it Together

As you reflect on the questions in this guide, consider:

- What stood out?
- What surprised you?
- What patterns did you notice?
- What assumptions may need challenging?

If nothing changed over the next 12 months, what results would your current system continue to produce?

What one conversation, question or action might help create different conditions?

# Continue the Conversation

If this guide has prompted reflection about the conditions shaping your organisation's results, I would be delighted to continue the conversation.

Whether you are exploring culture, leadership, inclusion, employee experience or organisational change, sometimes the most valuable next step is simply creating the space to think differently.

Because the answers rarely sit in a single initiative.

More often, they emerge through curiosity, honest reflection and a willingness to understand how we got here.

If you would value a conversation about the opportunities and challenges facing your organisation, I would love to hear from you.

*Fiona Daniel*

Founder, Archangelica™

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Redesigning the conditions for sustainable business results

**Results are not accidental.  
They are produced by the systems we create.**

Contact

Email: [info@archangelica.co.uk](mailto:info@archangelica.co.uk)

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