

SEASONED LEADER FIELD GUIDE

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Five frameworks for leaders who have been doing this long enough to know better -- and who want to keep getting better.

1 Decision Fatigue

- You are MORE vulnerable the longer you lead -- more people, more complexity, more visibility
- Create no-fly zones: protect your best hours for your highest-stakes decisions
- Batch small decisions so they don't crowd your strategic thinking
- Build decision filters your team can use without you -- reduce your load by design

Reflect: *Where in my week do I make my biggest calls -- and is that when I'm at my best?*

2 The 3-Question Test for High-Impact Decisions

- Reversible or irreversible? -> Reversible = decide faster. Irreversible = slow down.
- Data, instinct, or both? -> Name which you're using and why.
- Who belongs in this decision? -> Decide who decides before you start deciding.
- Most leaders skip #3 -- and pay for it afterward

Reflect: *Which of these three questions do I skip most often?*

3 Consistent Communication

- Your team needs you to be consistent, not brilliant -- trust is built in the pattern, not the performance
- Frequency: don't go quiet when things are hard -- silence reads as bad news
- Tone: your team tracks your tone more than your words
- Honesty: protect people from panic, not from information
- The Communication Floor: what's the minimum your team needs to know to do their job with confidence?

Reflect: *What communication practice have I worked hardest to maintain -- and what makes it difficult under pressure?*

4 Leading Across Experience Levels

- 70/20/10: 70% of development = experience | 20% = mentoring | 10% = training -- you are the 20% for someone
- Assuming shared context is the most common trap: "Everyone knows you have to..." -- No, they don't.
- Moving too fast: your experience compresses your timeline; newer leaders need the steps
- Withholding your failures is withholding your best teaching tool -- use it

Reflect: *What do I wish someone had handed me at year one or two of leading?*

5 Strategic & Succession Thinking

- "If I walked out tomorrow and didn't come back, what would fall apart in 30 days?" -- that's your development gap
- If the answer is "everything," you've built an operation, not an organization
- Succession thinking isn't about leaving -- it's about building something bigger than yourself
- Strategic leaders make time to think, not only to react

Reflect: *What's one thing in my organization that only I know how to do -- and what's my one step toward changing that?*

YOUR COMMITMENTS

One takeaway per block -- fill these in as we go.

Today's biggest insight or takeaway:

Block 1 -- One way I'll protect my best decision-making time:

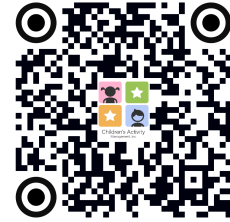
Block 2 -- The 3-Question I skip most often, and my plan:

Block 3 -- One communication practice I'm committing to maintain:

Block 4 -- A leader I'm developing, one thing I'll do differently:

Block 5 -- My succession gap, and one step toward changing it:

Table Discussion Notes:



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