



SEA Leadership Summit
06.23.2026

The Future of SES Leadership: CALM Leadership and Sustaining Performance in an Era of Disruption

**Sustaining clarity, credibility,
and action under pressure**

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A Leadership Reality

- Strong performance does not consistently result in recognition.
- Feedback can feel inconsistent, incomplete, or distorted
- Scrutiny and pressure may feel constant
- Internal leadership work is largely invisible

Leaders often operate under shifting expectations and inconsistent legitimacy signals.



What We Often Get Wrong About Leadership

- Leadership is often treated as primarily an individual performance issue
- Organizational conditions are treated as stable with consistent, objective performance metrics
- Leaders frequently operate under shifting expectations and uneven signals
- Internal regulation becomes essential under pressure



Conditions That Destabilize Leadership

- Inconsistent signals
- Shifting expectations
- Reactive performance cycles
- Over-accommodation
- Credibility uncertainty

THE CALM LEADERSHIP FRAMEWORK



CLARITY

Stay grounded in purpose, judgment, and values.



AGENCY

Act intentionally within constraint instead of reacting to pressure.



LEGITIMACY

Interpret signals without over-internalizing every response.



MEANINGFUL ACTION

Sustain purposeful leadership and deliver results over time.



Anchor within. Lead forward.

TRANSLATING CALM INTO LEADERSHIP PRACTICE

CALM CAPACITY

LEADERSHIP PRACTICE



CLARITY

Stay grounded in purpose, judgment, and values.



CENTER IDENTITY

Lead from who you are and what matters most.



AGENCY

Act intentionally within constraint.



LEAD WITH CAPABILITY

Use your strengths to take effective action.



LEGITIMACY

Interpret signals without over-internalizing them.



ESTABLISH TRUST

Build credibility through consistency and integrity.



MEANINGFUL ACTION

Sustain purposeful leadership and deliver results over time.



ALIGN ACCOUNTABILITY FOR GROWTH

Drive results while developing people and performance.



Anchor within. Lead forward.



What CALM Changes

- From reacting to signals → to interpreting signals
- From seeking validation → to acting with internal clarity
- From over-accommodating → to sustaining agency
- From short-term performance → to durable, meaningful action





Leadership Under Pressure

Think of a time when your judgment was questioned or your credibility felt uncertain.

- What signal did you receive?
- How did you interpret the signal?
- How did that affect your clarity, agency, or response?
- What would change if you interpreted that signal differently?

Partner Reflection | Discussion

Share:

- The situation
- The signal
- The interpretation
- What grounded leadership might have looked like





Final Thought

LEADERSHIP
ENDURES BECAUSE
IT IS **ANCHORED**,
NOT BECAUSE IT IS
AFFIRMED.



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