The Translating Leader

October 8, 2026

BIG IDEA: The best leaders make sure everyone _____ and is _____.

4 Ways to Be a Translating Leader

1. Recognize the _____ between what's said and what's heard.

- Most communication problems are translation problems.
- Watch for the signs: silence, the nod, and the meeting after the meeting.

Catch the gap early:

- **Listen** all the way through, before you start your answer.
- **Look** for what isn't said: faces, tone, energy, silence.

The single biggest problem in communication is the illusion that it has taken place. — George Bernard Shaw

2. Learn the _____ of the people you lead.

- You can't translate a language you don't speak.

Learn their 3 P's:

- **Pressures:** "What's heavy?"
- **Priorities:** "What matters?"
- **Phrases:** "What do you mean?"

The translator stands in the middle:



Holds the why | Carries both | Holds the reality

3. Close the _____ before you move on.

- Clarification feels slow. Confusion is slower.



4. Build a _____ of translators.

- Good translation is invisible, so translators are easy to overlook.
- **Find them:** "Who do people go to after the meeting?"
- **Protect them:** Treat their questions as help.
- **Multiply them:** Model it, thank it, expect it.

Everyone understood. Everyone understands.

CITYLEAD Boca

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BIG IDEA: The best leaders make sure everyone ***understands*** and is ***understood***.

4 Ways to Be a Translating Leader

1. Recognize the ***gap*** between what's said and what's heard.

- Most communication problems are translation problems.
- Watch for the signs: silence, the nod, and the meeting after the meeting.

Catch the gap early:

- **Listen** all the way through, before you start your answer.
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2. Learn the ***language*** of the people you lead.

- You can't translate a language you don't speak.

Learn their 3 P's:

- **Pressures:** "What's heavy?"
- **Priorities:** "What matters?"
- **Phrases:** "What do you mean?"

The translator stands in the middle:



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3. Close the ***loop*** before you move on.

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4. Build a ***culture*** of translators.

- Good translation is invisible, so translators are easy to overlook.
- **Find them:** "Who do people go to after the meeting?"
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