Leader Disappearance Pulse

Companion to Catalyst Leadership | *John Coné*

HOW TO USE A PULSE • For each question, ask: Am I confident, based on sufficient evidence, that I know the answer—and could explain my reasoning if challenged? You need not write out answers or complete a form. If your understanding is adequate for the stakes, act or carry the learning forward. If an important answer rests on assumption, is contradicted by evidence, or remains uncertain, investigate or use the full tool. For high-stakes decisions, briefly recording key assumptions may be useful.

Generative return is worth seeking where valuable and responsible, but not every action should be optimized for it. Protect immediate outcomes, safety, and legitimate accountability.

PERIODICALLY / AFTER SIGNIFICANT WORK • What can now happen without me?

Can I identify what would continue, slow, or stop if I were unavailable—and where people still depend on my answer, connection, permission, confidence, or prompting?

Can I distinguish dependencies that are legitimate because of risk, role, or accountability from those that are unnecessary?

Do I know which condition I could change to make an important function less dependent on me personally?

Can I point to evidence that the system could recognize and address an unfamiliar problem—and learn or create capability—without my orchestration?

Learning / follow-through check

Follow-through: Important insight recognized / One gap to investigate / Use the full tool

Optional note (only if useful): _____

Reflection: If Catalyst Leadership depends upon the Catalyst Leader, has it yet succeeded?

Full instrument: Leader Disappearance Test

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