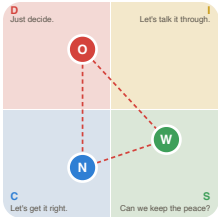
A team of three

One leadership team, three ways of being wired. R.O.S. puts everyone on one wheel, suggests how to talk with each person, and lets them confirm it or add their own words. (An example team. Styles are based on DISC.)



WHO'S HERE

Olivia
CEO

Leads with "Just decide."

Bold and persuasive. Clears the path and makes the call when others hesitate.

Strengths: Decides fast and keeps things moving · Rallies people and gets ideas to catch on

HOW TO TALK WITH OLIVIA

- ✓ Get to the point first, then add detail if they ask. Olivia confirmed
- ✗ Don't bury the ask in a long story. Olivia confirmed

Needs, to be equipped: Bad news early, even before it's fixed.

Nathan
CFO

Leads with "Let's get it right."

Careful and dependable. Catches the mistake before it reaches anyone else.

Strengths: Gets the details right and sees what others miss

HOW TO TALK WITH NATHAN

- ✓ Send it the night before, and I'll have read it by morning. in Nathan's words
- ✗ Don't ask for an answer on the spot. Nathan confirmed

Needs, to be equipped: The numbers by Thursday, so I can plan before we meet.

Walt
Operations

Leads with "Can we keep the peace?"

Gentle and encouraging. Follows through quietly so others can count on it.

Strengths: Steady, patient and follows through

HOW TO TALK WITH WALT

- ✓ Ask what they think, then wait for the answer. Walt confirmed
- ✗ Don't tell my crew about a change before you've told me. in Walt's words

Needs, to feel encouraged: Hear it when something my crew did helped the company.

The team's blind spot: two of the three lead with "Let's talk it through." Watch for good ideas and fewer finished ones.

PATTERNS TO WATCH, AND HOW THEY SOUND

Olivia and Walt · The speed loop

Olivia says: "Let's just decide tonight."
Walt hears: "There's no time to think this through."
Walt says: "Can we sleep on it?"
Olivia hears: "We're putting it off again."

Try this: Olivia: agree on a deadline before you decide, not during. Walt: say when you'll be ready, then keep to it.

Olivia and Walt with Nathan · The proof loop

Olivia says: "I think this could be really good for us."
Nathan says: "How would that work? What would it cost?"
Olivia hears: "You don't believe in me."
Nathan thinks: "This isn't thought through."

Try this: Testers: start with what you agree with. Idea people: bring one fact and one risk with every big idea.

Equal standing: Nathan and Walt report to Olivia. In R.O.S. the org chart is **context only**: the same tools, the same view and the same voice for everyone. One sentence anyone can say: "Can we pause? I think we're in our pattern again."

THE WEEKLY PULSE

"How well did we work together this week?" 1 to 5, anonymous, and shown only once 3 people answer.

4.0 this week
3.7 last week

Fewer surprises asked for most

THE 15-MINUTE TEAM HUDDLE

1. **Pulse** (2 min): the number and the ask.
2. **One win each** (4 min): what a teammate did that helped.
3. **One pattern** (5 min): read its "Try this" line out loud.
4. **One commitment** (4 min): one thing to do differently.

THEIR TEAM AGREEMENT

1. No surprises: bad news travels fast.
2. Disagree in the room, commit outside it.
3. The quietest voice speaks first on big decisions.

Never used for hiring, firing or performance reviews.

Start your team free

Every team is free through January 31, 2027. After that, family teams and teams of up to 3 stay free; other teams are $8 per person a month, or $80 per person for the whole year, paid upfront.

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