

MtL Principal Consultant (PC) Role Description

Time Commitment: Approximately ~40 hours spread over three months, aligned with the program schedule.

Purpose of the Role

Principal Consultants are experienced, external advisors who partner with leaders and their teams to apply the Manage to Lead (MtL) System. PCs guide participants through program content, help them integrate MtL tools into their way of working, and accelerate the team's operational maturity in line with its stage of growth.

PCs bring one or more forms of expertise:

- **Process strength** – deep skill in organization development, leadership team alignment, and strategic execution.
- **Technology strength** – mastery of the tools, systems, and methods the team uses in its business.
- **Industry strength** – knowledge of the markets and customers the team serves.

Whenever possible, we pair a team with a PC whose primary strength complements rather than duplicates the team leader's own strengths. This ensures fresh insight, balanced perspective, and richer problem-solving.

This role is ideal for consultants who want to support a leadership team's success and expand their own consulting toolkit with field-tested MtL methods.

Core Responsibilities

Program Launch & Orientation

During the program's ramp-up phase, the PC ensures the leader and team start strong and are ready for the first live session. This includes:

Kickoff & Alignment

- Hold a one-on-one meeting with the leader, followed by a team-wide Module 0.0 "Launch and Align" meeting ahead of Module 1.
- In both conversations, learn each person's background, role, goals, and concerns for themselves and for the organization.



- Gain a working understanding of what the organization does, what it seeks to achieve, how it is performing, and where each team member is on their growth path.

Readiness for the Program

- Set a cadence for follow-up touchpoints with the leader and team between live sessions.
- Agree on preferred communication channels (e.g., text, email, phone, Slack).
- Confirm that every participant has:
 - Accepted all calendar invitations.
 - Logged in to Maven and completed their profile.
 - Started the *Getting Started* and *Ramp Up* modules and is on track to finish before the first live session.
 - Been made aware of additional resources (IVOA, Sandbox, Tools, Text, and follow-on materials) explained in the *Getting Started* module.

Content Application & Follow-Through

The PC supports the team in turning MtL concepts into meaningful, timely action across the full module cycle before, during, and after each live session. The aim is not to implement every tool at once, but to focus where the team needs it most while ensuring they know what other tools exist and how to use them when ready.

Responsibilities include:

- Guide the team through MtL content so key concepts are understood (clear in meaning), internalized (owned and remembered), and applied (used where most needed now).
- Facilitate a short follow-up meeting with the leader and team after each live session to:
 - Consolidate key takeaways.
 - Confirm commitments and next steps.
 - Help adapt MtL tools and templates to the team's unique context.
- Reinforce the ongoing disciplines of clarity, alignment, and action between sessions.
- Ensure the team knows about all MtL tools, where to find them, and how to use them when the time is right.

Feedback & Insight



The PC brings an outside perspective that often reveals patterns, opportunities, and risks that may not be visible to the leader or team. While the PC's role is not to take over leadership, it is to offer timely, candid observations and practical suggestions that the leader can choose to act on.

Responsibilities include:

- Provide process-focused feedback to the leader and team, both individually and collectively.
- Share observations about team dynamics, decision-making, and follow-through that may not be obvious from inside the team.
- Lean into moments where the leader could benefit from constructive coaching or advice, offered in a way that supports their authority rather than pre-empts it.
- Encourage the leader to consider multiple options and perspectives before deciding on a course of action.
- Identify priority tasks or focus areas for follow-up during and after the program, and review these with the leader and instructor mid-way and at the end.

Collaboration & Alignment

The PC works in close partnership with the team leader, program facilitator, and instructor to ensure the team's progress stays on track and that content is delivered in a way that meets the team's needs.

Responsibilities include:

- **Pre-Session Preparation** – Meet with the instructor and other PCs a few days before each live session to review:
 - Session content, flow, and objectives.
 - Key teaching points and “teacher notes” explaining the intent behind each part of the session.
 - Areas where the team may need targeted support.
- **Mid-Program Check-In** – Join a meeting with the leader and instructor halfway through the program to:
 - Share observations about team progress and challenges.
 - Enable the instructor to give the leader confidential, targeted feedback informed by the PC's insights.
 - Begin exploring whether a long-term working relationship between the team and PC would be valuable. By this stage, any emerging chemistry and shared vision for what the team needs and how the PC can help tends to take shape.



- **Ongoing Coordination** – Work with the leader and facilitator to align on priorities, avoid duplication, and reinforce consistent messages.
- **Peer Learning** – Share updates, ideas, and lessons learned with other PCs and instructors during periodic debriefs.

These touchpoints give PCs a deeper understanding of the MtL system than participants receive in-session and position them to be trusted advisors both during and after the program.

Post-Program Continuity

The final program session is an Executive Review, a live model of a meeting that leadership teams should hold every three months to review performance, set priorities, and adjust course. The PC participates in this session and helps the team see how to repeat it on their own.

Opportunities for continued involvement:

- Be invited to future Executive Review–style meetings, much like a recurring board or advisory session, to provide outside perspective, guidance, and governance.
- Support the leader and team in using MtL tools in day-to-day operations, pulling in additional tools as new challenges and opportunities arise.
- Maintain a steady advisory presence, ensuring the disciplines of clarity, alignment, and action continue to drive progress.
- Serve as a thought partner for the leader on strategic decisions, organizational development, and initiative execution.

Ideally, the relationship between the team and PC matures into an ongoing affiliation, giving the leader a trusted outside perspective at critical junctures and the PC a continuing role in the organization's growth and success.

Expectations

PCs are trusted advisors to both the leader and the team. To be effective in this role, a PC is expected to:

- Be accessible to the leader and team for consultation and guidance throughout the program and, when appropriate, after its conclusion.
- Participate in pre-live-session PC meetings with the instructor, contributing constructively and supporting fellow PCs. Foster a learning community within the cohort that ideally continues well past the program's completion.



- Adapt their approach based on the team's evolving needs, culture, and dynamics.
- Take initiative to spark valuable discussion, surface challenges, and keep action plans moving.
- Offer candid, constructive feedback even when it is uncomfortable, to help the leader and team see what they may be missing.
- Lean into moments where coaching or advice could help the leader make better decisions, while preserving the leader's authority.
- Identify when additional expertise, resources, or connections would be useful and help the leader access them.
- Model the disciplined use of MtL tools so the leader and team see how to integrate them into ongoing operations.
- Treat every interaction as an opportunity to build the team's capability to lead and manage themselves.

Why Serve as an MtL Principal Consultant?

- Work alongside leaders committed to elevating their organization's performance.
- Gain firsthand experience applying MtL's structured frameworks such as W-W-W, Mandate, and Change Framework in live client settings.
- Build your own consulting practice with tools, templates, and methods that are field-tested and ready to use.
- Join a network of peers and instructors who share insights, refine approaches, and collaborate on future opportunities.
- Learn directly from program instructors in pre-session briefings, gaining deeper mastery of MtL content than participants receive in-session.
- Develop relationships with teams that may evolve into ongoing advisory roles beyond the program.

