

AZMTH

LEADERSHIP · COACHING · CONSULTING

The ONC Cohort

A 16-Week Leadership Development Program

Operate. Navigate. Communicate.

Capabilities Overview

Why this program exists

Most leaders are promoted for what they can do themselves, then asked to succeed through others. The skills that earned the role rarely carry it.

Organizations invest heavily in leadership content and see little change in behavior, because a workshop is not a system. Insight fades by Friday. What lasts is a structured progression, measured against a baseline, practiced against real work, and reinforced between sessions.

The ONC Cohort is that system. Over sixteen weeks a small group of leaders works through the fifteen foundational disciplines of leading — first the self, then the organization, then the people around them — with a measured starting point, a live session each week, applied practice on their own team, and a tool that keeps the work moving between sessions. The aim is not more awareness. It is observable change your stakeholders can name.

The ONC architecture

ONC borrows its logic from the cockpit. A pilot in a crisis follows a fixed priority: aviate, navigate, communicate — fly the aircraft before you plot the course, plot the course before you talk on the radio. Leadership has the same order of operations, and it is the one leaders most often invert.

Operate — Lead yourself. Composure, judgment, priorities, and self-command. The foundation everything else stands on.

Navigate — Lead the organization. Direction, decisions, change, and building the bench beneath you.

Communicate — Be understood. Trust, message, candor, presence, and a culture that tells you the truth.

The three domains sit in priority order, but they must stay in equilibrium. A leader with flawless direction and no self-command loses altitude fast; a composed leader who cannot make the message land never moves anyone. The cohort builds all three, in sequence, on a shared vocabulary.

The measurement spine

Two ideas run underneath every week. The Blind Arc is the measured gap between how a leader scores themselves and how their stakeholders score them — the program opens by measuring it and closes by re-measuring it. The Conduit Trust Equation frames why leaders are believed or not: trust is authenticity, reliability, empathy, and transparency multiplied together, then divided by ego. It is multiplicative, so any factor near zero collapses the whole, and ego sits in the denominator for a reason. Growth is scored across values, knowledge, skills, and behaviors — not just what a leader knows, but what their team can observe them doing.

How the cohort runs

The program is sixteen weeks: one week to set the starting line, then one discipline per week for the fifteen foundational courses. Cohorts are kept small on purpose — this is quality over scale, not a broadcast.

A live cohort session each week teaches the discipline and works it through real, de-identified situations from the room.

A field application — a Proof Moment — puts the discipline to work on the leader's own team before the next session, so the change shows up where it counts.

A between-session AI tool keeps the work moving between meetings — a private place to rehearse the hard conversation, pressure-test a decision, or debrief what happened.

A running scorecard tracks progress against the baseline, so at the end there is a Results Brief that names what changed — not a feeling that it went well.

Each discipline carries a compact set of field instruments — a diagnostic, a decision card, a practice drill, and a review cadence — so leaders leave every week with tools they can run on Monday, not notes they will never reopen.

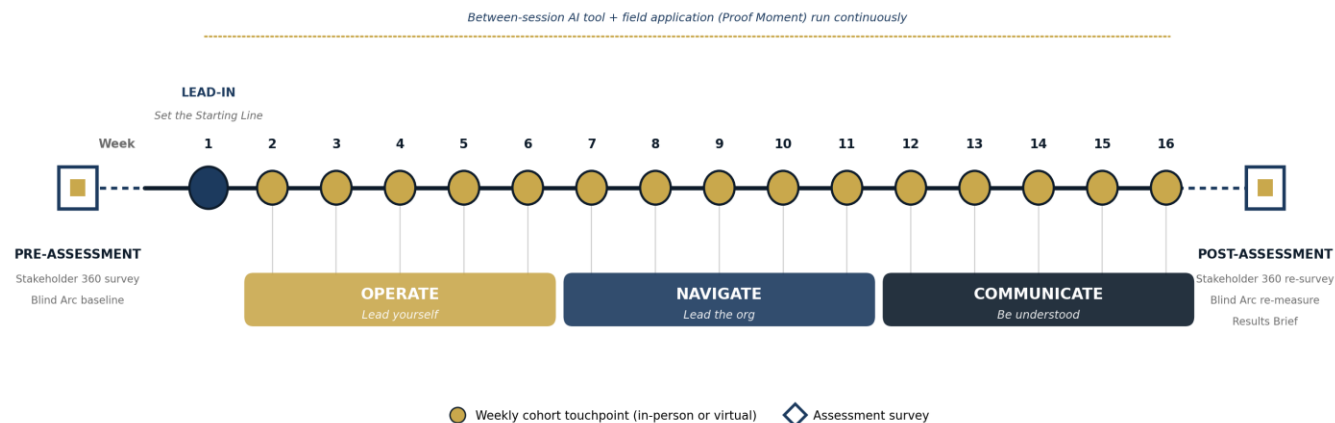
The sixteen-week map

One week to establish the baseline, followed by the fifteen foundational disciplines in ONC order.

Wk	Module	Title	The outcome it delivers
1	Lead-In	Set the Starting Line	Baseline, diagnostics, and the personal development contract
2	Operate · O-1	Know Your Blind Spots	Close the gap between how you see yourself and how you land
3	Operate · O-2	Decide What Matters	A repeatable filter for what earns your team's effort
4	Operate · O-3	Perform Through Pressure	Hold judgment and composure when the stakes spike
5	Operate · O-4	Lead Alongside the Machine	Use AI without outsourcing the judgment only you can carry
6	Operate · O-5	Let Your Team Lead	Build the trust that lets the work run without you
7	Navigate · N-1	Set the Bearing	A direction your team can steer by on Monday without you
8	Navigate · N-2	Lead Through the Shift	Carry a team across the change valley
9	Navigate · N-3	Move Before You're Ready	Disciplined decisions on incomplete information
10	Navigate · N-4	Build Leaders Behind You	Grow the next layer so you stop being the ceiling
11	Navigate · N-5	Grow Into the Role	Trade the skills that got you here for what's next
12	Communicate · C-1	Build the Team Around You	Assemble and align the people who determine your reach
13	Communicate · C-2	Make Your Message Land	Own the reception, not just the transmission
14	Communicate · C-3	Say the Hard Thing	Deliver the difficult message with candor and care
15	Communicate · C-4	Command the Room	Carry presence and clarity when every eye is on you
16	Communicate · C-5	Create a Culture of Truth	Hear what you need to hear before it becomes a crisis

Program cadence

The rhythm is deliberate and predictable: a pre-program assessment establishes the baseline, sixteen weekly touchpoints carry the cohort through the disciplines, and a post-program assessment measures what changed. Weekly sessions are delivered in person or virtually to fit the organization, and between them each week's field application keep the work moving.



The two assessment surveys anchor the program. The gap they measure — the Blind Arc — is the program's primary proof of change.

Week 1 — Lead-In: Set the Starting Line

You cannot show growth you never measured. Week one exists so the last week has something to prove.

Before any discipline is taught, each leader establishes a baseline. A stakeholder assessment surfaces the Blind Arc — the distance between self-perception and how the leader actually lands. Each participant leaves with a Starting Line Document: a clear read of where they stand, the two or three shifts that would matter most, and a personal development contract for the sixteen weeks ahead.

The week also sets the terms of the room — confidentiality, candor, and the shared ONC vocabulary the cohort will use throughout — so that when the work gets pointed, the trust is already there to hold it.

Leaders leave with: A measured baseline, a Blind Arc read, a Starting Line Document, and a signed development contract.

O Operate · Lead yourself · Weeks 2–6

Self-command comes first. Before a leader can set direction or move people, they have to govern their own judgment, attention, and composure. These five disciplines build the foundation the rest of the program stands on.

O-1 Know Your Blind Spots

The solution: Close the gap between how you see yourself and how your people actually experience you.

The pain it solves: Most derailment starts with a blind spot the leader is the last to see. Confident self-assessment is not the same as accurate self-assessment.

Leaders leave able to: Read your Blind Arc — the measured distance between your self-score and your stakeholders' score — and run a disciplined routine to keep it small.

O-2 Decide What Matters

The solution: A repeatable filter for saying no, so your team's effort lands on the few things that actually move the mission.

The pain it solves: Everything looks urgent, so everything gets worked, and nothing decisive gets done. Priority without a filter is just a wish list.

Leaders leave able to: Separate the vital few from the trivial many and hold the line on where attention and resources go.

O-3 Perform Through Pressure

The solution: Hold your judgment and your composure when the stakes and the noise are at their highest.

The pain it solves: Pressure narrows attention and rushes decisions — exactly when clear thinking matters most. Talent that collapses under load is not reliable talent.

Leaders leave able to: Steady your physiology and your process so you perform in the storm instead of surviving it.

O-4 Lead Alongside the Machine

The solution: Put AI to work without outsourcing the judgment only a leader can carry.

The pain it solves: Teams either fear the tool or lean on it blindly. Both erode the human margin — the discernment, accountability, and care that no model supplies.

Leaders leave able to: Use the machine for speed and scale while you stay the owner of the call.

O-5 Let Your Team Lead

The solution: Build the trust and the structure that let the work run without you in the room.

The pain it solves: The leader who must touch everything becomes the bottleneck they were promoted to remove. Control feels like leadership; it is a cap on it.

Leaders leave able to: Delegate real authority with a clear failure budget, so capacity multiplies instead of concentrating on you.

N Navigate · Lead the organization · Weeks 7–11

With the self in order, the leader turns outward — to direction, decisions, change, and the bench beneath them. These five disciplines are about steering the organization, not just occupying a seat in it.

N-1 Set the Bearing

The solution: Give your team a direction they can steer by on Monday morning without you standing over it.

The pain it solves: A destination lives on a slide. A bearing lives in the field. When direction is vague, people either freeze or improvise in five directions.

Leaders leave able to: Write direction as a decision rule your people can apply themselves, then hold it against the noise.

N-2 Lead Through the Shift

The solution: Carry a team across the change valley — the drop after launch where most transformations quietly die.

The pain it solves: Announcement is not adoption. Change lives in people, not project plans, and one leadership style run through every phase is the number-one failure.

Leaders leave able to: Match your style to the phase of the shift and hold presence through the valley instead of re-announcing.

N-3 Move Before You're Ready

The solution: Make disciplined decisions on incomplete information instead of waiting for a certainty that never arrives.

The pain it solves: Hesitation is a decision too — usually the expensive one. The cost of waiting compounds while the perfect answer never shows.

Leaders leave able to: Act on a sound seventy-percent read, sort reversible from irreversible calls, and build the contingency for the rest.

N-4 Build Leaders Behind You

The solution: Grow the next layer of leaders so your own indispensability stops being your ceiling.

The pain it solves: The greatest leadership achievement is a team that thrives in your absence. The next role opens only when the one you hold can run without you.

Leaders leave able to: Plant real stretch, authority, and visibility in the people below you so the bench is deep before you need it.

N-5 Grow Into the Role

The solution: Trade the skills that earned the promotion for the ones the next altitude actually demands.

The pain it solves: The skills that got you here will not carry you forward, and the ceiling is invisible from below. Promotion happens in a day; growing into the role takes far longer.

Leaders leave able to: Name the new demands of the role, close the gaps in public reps, and make the identity shift the job requires.

C Communicate · *Be understood · Weeks 12–16*

Direction that no one receives changes nothing. The final five disciplines make the leader understood — building the team, landing the message, holding hard conversations, commanding the room, and creating a climate where the truth reaches them in time.

C-1 Build the Team Around You

The solution: Assemble and align the people whose trust and capability decide what you can actually accomplish.

The pain it solves: No leader delivers alone. A group of capable individuals is not yet a team, and misalignment costs more than any single weak hire.

Leaders leave able to: Form the team deliberately — the right people, clear roles, and a shared standard — instead of inheriting it by accident.

C-2 Make Your Message Land

The solution: Own the reception, not just the transmission — because the message is not sent until it lands.

The pain it solves: Leaders confuse saying it with landing it. The meaning that matters is the one received, not the one delivered.

Leaders leave able to: Shape the message to how your audience actually takes it in, and confirm it arrived the way you meant.

C-3 Say the Hard Thing

The solution: Deliver the difficult message with candor and care, close to the person, before it festers.

The pain it solves: Avoided conversations do not disappear; they compound. Distance and delay turn a solvable issue into a standing wound.

Leaders leave able to: Say what needs saying with directness and respect, in proximity, while it is still small.

C-4 Command the Room

The solution: Carry presence and clarity when every eye — and every decision — is on you.

The pain it solves: Content alone does not persuade a room. Uncertain delivery undercuts a sound message; the signal is lost in the noise of how it is carried.

Leaders leave able to: Deliver with earned presence, structured clarity, and control of the room, in person or on the screen.

C-5 Create a Culture of Truth

The solution: Build the conditions where people tell you what you need to hear before it becomes a crisis.

The pain it solves: What you do not hear is what hurts you. In a low-truth climate the bad news travels last and arrives too late to fix.

Leaders leave able to: Make candor the norm and safety the floor, so early signals reach you while there is still time to act.

What a cohort delivers

By week sixteen, each leader has moved through fifteen disciplines with a measured baseline at the start and a measured result at the end. What they carry out is concrete: a re-measured Blind Arc that shows the gap closing, a field-tested toolkit for every discipline, a body of applied Proof Moments on their own team, and a Results Brief that states in plain terms what changed.

Organizations get more than trained individuals. They get a layer of leaders who share one language for how leadership works, one standard for how it is practiced, and a demonstrated record of applying it to real work. That common operating picture is what lets a leadership bench act like a team.

Where this fits

The ONC Cohort is built for the leaders where organizations feel the most leverage and the most risk — the director, program-manager, and senior-manager layer running the actual work, and the high-potential managers moving up into it. It runs as a closed cohort inside a single organization or as an open cohort across several, in person or live online. The foundational sixteen weeks stand on their own and open into a deeper library of disciplines for teams that want to keep going.

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