George Bragadireanu, MCC

The Executive Toolkit

35 Systemic and Existential Thinking Frameworks for Strategic and Creative Leadership

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This is dedicated to my mom and dad.

George Bragadireanu, MCC

Fore**Word**

A Field Manual

Foreword

Each time I look at my aging father and mother, I understand the true source of my insatiable thirst for learning. Recently, they returned a memory to me that I had lost in the fog of time: under the former communist regime, when the party decided to cut costs by plunging the entire city into darkness, my parents found a way. They rigged their car's battery to power small lights in my room, just so I could read and finish my homework.

That single act of defiance—prioritizing enlightenment in the midst of darkness—defined my life.

Thirty-five years separate that small, battery-powered light from the document you are holding now. And yet, the mission remains the same: to find clarity when the lights go out.

This toolkit containing **35 frameworks** is a testament to that lifelong love for learning. It is not a theoretical textbook; it is a field manual. These are the exact instruments I use daily in the trenches with my coaching clients—Founders, CEOs, and Executives—to navigate complexity, dissolve ego, and build legacy.

I hope you enjoy using them. May they help you quench your thirst for knowledge and provide the light you need to lead.

George Bragadireanu, MCC *Bucharest, 2026*

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Three Free
Tools

TOOL #1: THE STAKEHOLDER STRATEGY COMPASS

(Navigating Power Dynamics)

> **SCIENTIFIC DEFINITION**
>
> This is a **Power Vector Mapping** instrument, grounded in Stakeholder Theory and Game Theory. It transforms "office politics" (often perceived as emotional chaos) into a logical Cartesian matrix, allowing the client to shift from instinctive reaction to calculated tactical maneuvering.

CRITICAL UTILITY: Why is it indispensable?

Most leaders fail not due to a lack of technical competence, but due to "political blindness." This tool eliminates naivety. It categorizes vague relationships into four clear action quadrants: *Seduction, War, Alliance, Monitoring*.
The Promise: It grants you control over the narrative in a competitive environment. You are no longer a victim of circumstances, but the architect of your alliances.

AREAS OF APPLICATION

- **Career Advancement:** For those seeking promotion but unsure "whom to convince."

- **Complex B2B Sales:** Identifying Decision Makers (North) versus Saboteurs (South) within the client company.

- **Change Management:** When implementing a new project and encountering invisible resistance.

USAGE PROTOCOL

- **WHEN to use:** At the start of a new mandate, before a crucial negotiation, or when the client feels "stuck" or "sabotaged."

- **HOW to use:** Draw the axes. Define the Central Goal. Map the actors. Execute one micro-action daily (a call, an email) according to the quadrant.

- **WHO uses it:** Top Management, Entrepreneurs in negotiations, Project Managers, Political Leaders.

THE TACTICAL MAP

Tactical instrument for positioning, influence, and professional advancement

CLIENTS (Decision Makers)
Strategy: SEDUCTION

Top 3 Names:
1. _____
2. _____
3. _____

Top 3 Actions:
☐ _____
☐ _____
☐ _____

NEUTRALS
Strategy: MONITORING

Top 3 Names:
1. _____
2. _____
3. _____

Top 3 Actions:
☐ _____
☐ _____
☐ _____

YOU & THE GOAL
(Your Name)

WRITE THE GOAL CLEARLY HERE

ALLIES
Strategy: ALLIANCE

Top 3 Names:
1. _____
2. _____
3. _____

Top 3 Actions:
☐ _____
☐ _____
☐ _____

Top 3 Names:
1. _____
2. _____
3. _____

Top 3 Actions:
☐ _____
☐ _____
☐ _____

OPPONENTS (Competitors)
Strategy: WAR (Defense)
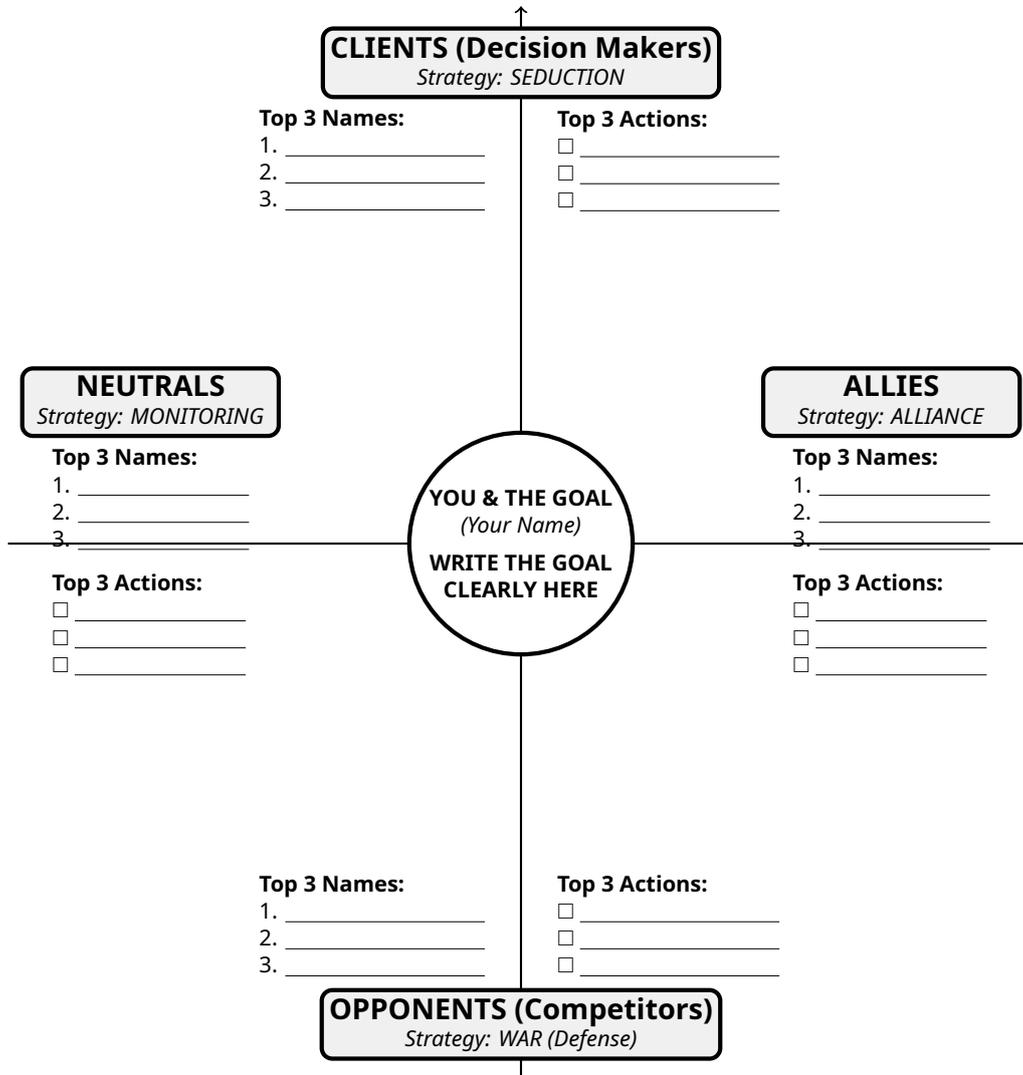
WORK PROTOCOL (The 4 Steps)

Step 1: SET GOAL: Write clearly in the center circle what you want to achieve.

Step 2: MAP STAKEHOLDERS: Identify the key people for this specific goal.

Step 3: DEVISE STRATEGY: Define 3 concrete actions for each quadrant.

Step 4: CYCLE EXECUTION: Every day, execute at least one action from the map and re-evaluate actor positions.

IMPLEMENTATION & UNBLOCKING GUIDE

POWERFUL COACHING QUESTIONS

1. For CLIENTS (Strategy: Seduction)

- What urgent problem do they have that only I can solve?

- What is their professional "love language"? (Data, visibility, peace of mind, profit?)

2. For OPPONENTS (Strategy: War/Positioning)

- What is my vulnerability that they can exploit?

- What do they want to achieve, and how does that conflict with me?

3. For ALLIES (Strategy: Alliance)

- Who has the most to gain from my success?

- What can I offer in exchange for their support?

4. For NEUTRALS (Strategy: Monitoring)

- What event could transform them from neutrals into opponents?

- Is it worth the effort to convert them into allies, or should I just keep watch?

MINI-BIBLIOGRAPHY (Authority Sources)

Influence Strategy: *Robert Cialdini* – "Influence: The Psychology of Persuasion".

War Strategy: *Sun Tzu* – "The Art of War".

Power Dynamics: *Robert Greene* – "The 48 Laws of Power".

Strategic Networking: *Keith Ferrazzi* – "Never Eat Alone".

TOOL #15: THE RESONANCE LADDER
(From Compliance to Co-creation: The 5 Stages of Vision)

THE LAW OF RESONANCE ("As within, so without")

A leader cannot generate a level of commitment in their organization higher than the one they have with their own life.

If your relationship with yourself is based on **"I have to"** (Telling), you will inevitably build a culture of obedience. Only when you internally shift to **"I am"** (Co-creating) can you unlock the collective genius of the system.

THE 5 LEVELS (SELF - SYSTEM DUALITY)

1. TELLING (Dictatorship)

With Self (Internal): "I must succeed." You are a slave to a tyrannical Superego. The motivation is fear of failure.
With System (External): "Do as I say." The vision is an order. Employees are compliant, but not involved.

2. SELLING (Seduction)

With Self (Internal): "It will be worth the effort for the reward." You manipulate yourself through future prizes.
With System (External): "We have the best vision!" (Hype). You try to "sell" the idea to the team. They "buy" it transactionally, not emotionally.

3. TESTING (Exploration)

With Self (Internal): "Let me see how I feel about this." You start listening to intuition, but remain cautious.
With System (External): "What do you think?" You test the waters. The vision becomes negotiable; people feel consulted superficially.

4. CONSULTING (Dialogue)

With Self (Internal): "What does life want from me?" (Buber: I-Thou). The vision is no longer an object to conquer, but a partner in dialogue.
With System (External): "I want to build this together." People put their mark on the vision. Ownership appears.
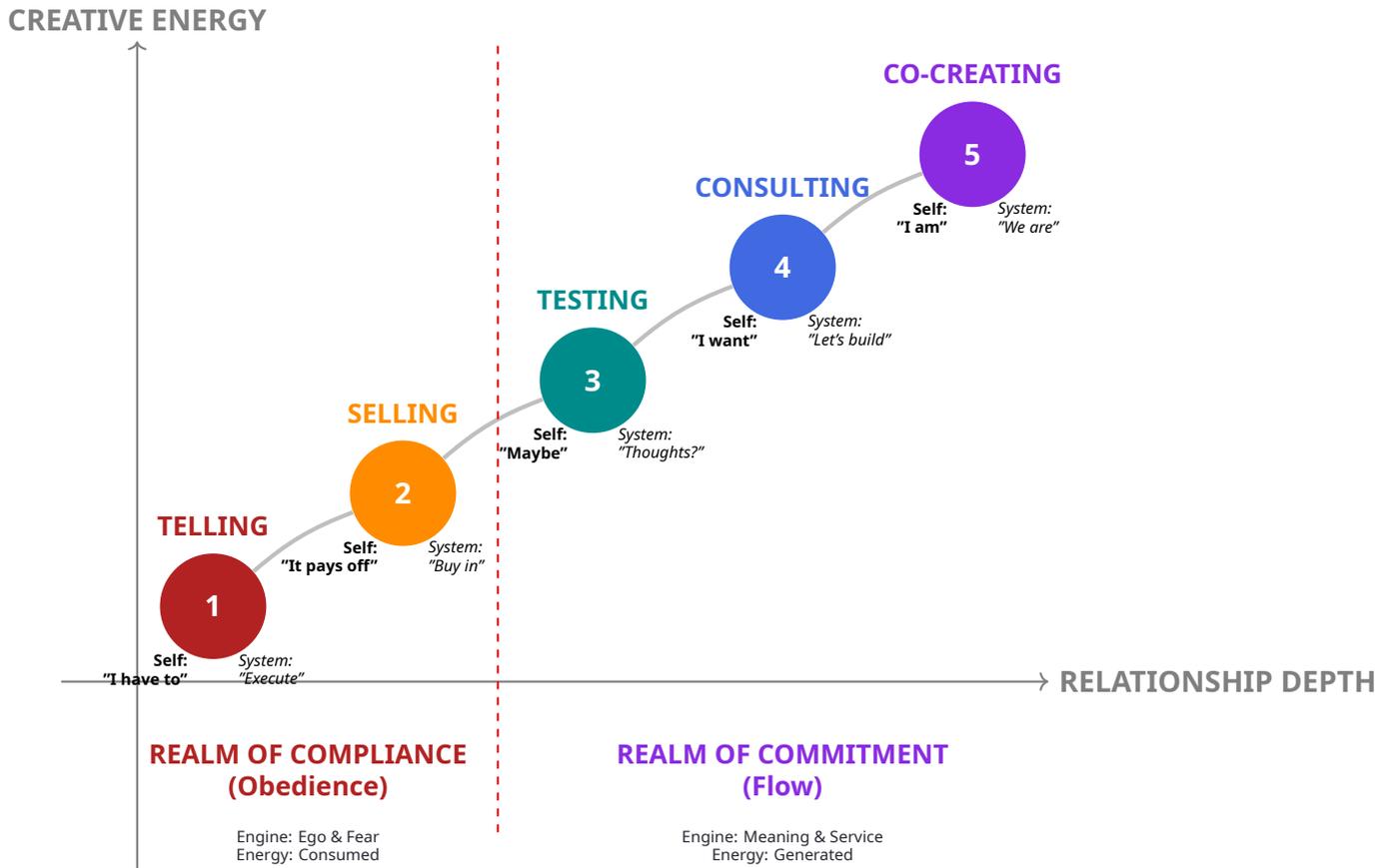
5. CO-CREATING (Flow)

With Self (Internal): "I am the Vision." (Scharmer: Presencing). There is no separation between who you are and what you do. You are a channel.
With System (External): "The vision lives through us." There is no "leader" and "subordinates," but a single organism moving toward a common purpose.

ALIGNMENT MAP (SELF - SYSTEM)
Where YOU are determines where the TEAM can go.

CREATIVE ENERGY

CO-CREATING

5

Self:
"I am"

System:
"We are"

CONSULTING

4

Self:
"I want"

System:
"Let's build"

TESTING

3

Self:
"Maybe"

System:
"Thoughts?"

SELLING

2

Self:
"It pays off"

System:
"Buy in"

TELLING

1

Self:
"I have to"

System:
"Execute"

RELATIONSHIP DEPTH

REALM OF COMPLIANCE (Obedience)

Engine: Ego & Fear
Energy: Consumed

REALM OF COMMITMENT (Flow)

Engine: Meaning & Service
Energy: Generated

The Mirror Diagnostic

Check the **Self** axis (bottom left of each step) and the **System** axis (bottom right). Usually, your internal level (with yourself) sets the **ceiling** for the organizational level. You cannot have a team in "Co-creating" if you are in "Telling" with yourself.

ALIGNMENT LABORATORY

Analyze the major strategic goal of this year (e.g., Digital Transformation, New Culture).

PART A: RELATIONSHIP WITH SELF (THE GENERATOR)

Be brutally honest. How do you feel when you are alone with this goal?

- **Pressure Check (Level 1-2):** What percentage of your motivation comes from "have to", "fear of failure", or "need to prove"?

  ....

- **Resonance Check (Level 4-5):** If this goal failed, but you knew you served the purpose correctly, would you be at peace? (Detachment test).

  ....

- **Positioning:** Which step are YOU on with yourself? ....

PART B: RELATIONSHIP WITH SYSTEM (THE RESULT)

How does the organization react to this goal?

- **Compliance Symptoms:** Do people say "yes" but wait for detailed instructions? Is there energy only when you are in the room?

  ....

- **Co-creation Signs:** Are there initiatives that surprise you? Has the vision evolved beyond what you initially imagined?

  ....

- **Positioning:** Which step is the TEAM on? ....

PART C: ALIGNMENT ACTION (Buber / Scharmer)

To lift the System, you must first change the relationship with the Self.

> **THE STRATEGIC SHIFT**
>
> **Internal:** I renounce "Telling" control ("It must be this way") and adopt the state of: ....
>
> **External:** Instead of "Selling" the vision, I will open the following "Co-creating" space with the team: ....

BIBLIOGRAPHY AND SOURCES OF INSPIRATION

Peter Senge   *"The Fifth Discipline: The Art and Practice of the Learning Organization"*.
Source of the original concept on vision levels (Compliance vs. Commitment) and Creative Tension.

Martin Buber   *"I and Thou"*.
Moving from treating the vision (and the team) as an "Object" (It) to a "Partner" (Thou).

Otto Scharmer   *"Theory U: Leading from the Future as It Emerges"*.
The concept of "Presencing": leading from the emerging future, not from downloading past patterns.

David Whyte   *"The Heart Aroused"*.
About keeping the soul alive in corporate culture and work as an intimate conversation with the world.

Robert Fritz   *"The Path of Least Resistance"*.
Creative Tension: the difference between reality and vision as a generator engine, not a source of stress.

THE EGO-SOUL MATRIX
(Synthesis: Rohr, Hollis, Kegan & Palmer)

> **SCIENTIFIC DEFINITION**
>
> This is a **Depth & Identity Tool**. It maps the evolution of human consciousness vertically, distinguishing between "The First Half of Life" (building the container/Ego) and "The Second Half of Life" (discovering the contents/Soul). It integrates "Orders of Consciousness" (Kegan) with analytical psychology (Hollis), showing how life crises are not errors, but necessary invitations to maturity.

CRITICAL UTILITY: Why is it indispensable?

Many successful people (executives, entrepreneurs) reach a point of "meaning exhaustion." Strategies that worked perfectly in the first part of their career (ambition, social conformity, perfectionism) suddenly become sources of suffering.
The Promise: This tool reframes the crisis (burnout, depression, boredom) not as pathology, but as a "Middle Passage." It helps leaders move from a *Socialized Mind* (what others expect) to a *Self-Authoring/Transforming Mind* (what is true).
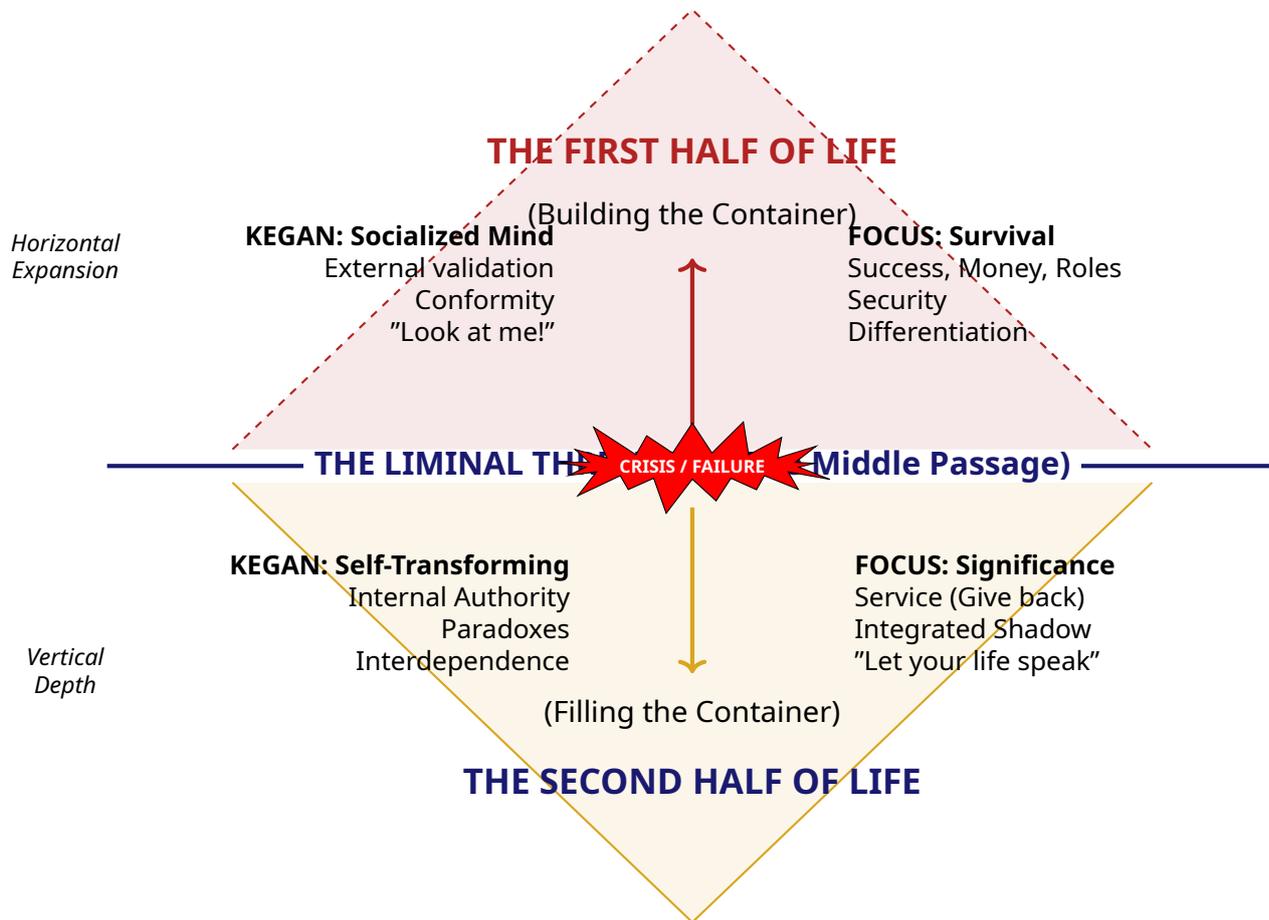
AREAS OF APPLICATION

- **Mid-Life Crisis:** For clients aged 35-55 who feel "something is missing," even though they have everything.

- **Leadership Development:** Transitioning from transactional management (Ego) to transformational leadership (Soul/Service).

- **Vocational Alignment:** Moving from "Career" to "Vocation" (Calling).

USAGE PROTOCOL

- **WHEN to use:** When the client achieves a major victory and feels no joy. When cynicism sets in.

- **HOW to use:** Draw the "Waterline." Ask the client to place their current values above (visible/social) or below (inner/soulful).

- **WHO uses it:** Organizational Psychologists, Depth Coaches, Mentors.

THE ARCHITECTURE OF THE TWO HALVES
From Ego Survival to Soul Truth.

Horizontal Expansion

THE FIRST HALF OF LIFE
(Building the Container)

KEGAN: Socialized Mind
External validation
Conformity
"Look at me!"

FOCUS: Survival
Success, Money, Roles
Security
Differentiation

THE LIMINAL TH — CRISIS / FAILURE — **Middle Passage)**

KEGAN: Self-Transforming
Internal Authority
Paradoxes
Interdependence

FOCUS: Significance
Service (Give back)
Integrated Shadow
"Let your life speak"

Vertical Depth

(Filling the Container)

THE SECOND HALF OF LIFE

"The first half of life is writing the text. The second half is writing the commentary on that text." — Richard Rohr

DEPTH DIAGNOSIS

Use these questions to test the client's "Structure of Meaning."

1. EGO INDICATORS (First Half Check)

These motivations are healthy at 20, but pathological at 50.

- **Validation:** How much of what I do daily is to impress someone (parents, society, rivals)?

- **Identity:** If I lose my job and money tomorrow, who am I? (Hollis Test)

- **Certainty:** Do I need to be right, or can I tolerate ambiguity?

2. THE MIDDLE PASSAGE (The Crisis)

- Do you feel the "old magic" isn't working anymore?

- Have you achieved what you wanted, but feel empty?

- *Hollis Insight:* "Midlife depression is not a disease, but a protest of the soul against an identity that is too small."

3. SOUL INDICATORS (The Call of the Second Half)

- **Parker Palmer Test:** "Is the life I am living the life that wants to live in me?"

- **Generativity:** Moving from "How do I succeed?" to "Who do I serve?"

- **Shadow Integration:** Can I accept my failures and flaws without shame, as parts of the whole?

REFLECTION THEME

Imagine your Ego is a container. You spent years building it, polishing it, defending it. Now, look inside.

What does it contain? Is it filled with others' expectations or your own essence?

REFERENCE BIBLIOGRAPHY

Richard Rohr – *"Falling Upward: A Spirituality for the Two Halves of Life"*.

James Hollis – *"The Middle Passage: From Misery to Meaning in Midlife"*.

Robert Kegan – *"The Evolving Self"* (Evolution from Socialized to Self-Authoring).

Parker J. Palmer – *"Let Your Life Speak"*.

George Bragadireanu, MCC

About The Author

About the Author

   George Bragadireanu is a Master Certified Coach (MCC) by the International Coaching Federation—a distinction held by the top 1% of coaches globally—and an internationally certified Integral Coach by Integral Coaching Canada.

   He describes himself not as a cheerleader, but as a "pragmatic partner for deep work". With over 15 years of corporate leadership experience in banking and more than 5,000 coaching hours, George bridges the gap between **Operational Efficiency** and **Existential Depth**. He works exclusively with CEOs, Founders, and VPs who refuse to choose between performance and fulfillment, helping them

integrate the pressure of the P&L with the pressure of the human spirit.

His coaching methodology is a unique fusion of hard strategy and deep psychology. It draws upon his training in **Logotherapy** and **Existential Analysis** (at the Viktor Frankl Institute), **Systemic Team Coaching** (Harvard-researched 6 Team Conditions), and **Marshall Goldsmith Stakeholder Centered Coaching**. Currently, he is deepening this expertise with an MSc in Existential Coaching from Middlesex University/NSPC London.

George is the author of *The Leadership Spark*, where he explores how innovation arises from harnessing polarity—balancing masculine logic with feminine intuition. He believes that professional achievement should never cost a leader their human vitality.

Outside the boardroom, George is a theatrical improviser, a writer, and an endurance athlete. His personal interests range from jazz and rock music to rocket launches, science fiction, and ultramarathons. This eclectic background informs his philosophy that creativity often comes from taking the "wrong" roads and exploring the shadows to find one's inner light .

Connect with George:
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How This Material Was Created

The 35 instruments in this toolkit are the result of a deliberate collaboration between human expertise and artificial intelligence. They were not simply "generated"; they were architected. George Bragadireanu leveraged Gemini AI as a codification engine to crystallize decades of coaching practice, theoretical study, and real-world client work into tangible frameworks. George provided the intellectual DNA—connecting the dots between disparate theories, psychological concepts, and strategic models—while prompting the AI to code these tools to mirror the exact instruments he uses daily in the boardroom. This material is the digitization of a Master Coach's methodology, rendered for immediate practical use.