



(LEADER GUIDE)

WE'RE ALL SOMEBODY'S IDIOT

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LEADER CORE Guide: We're All Somebody's Idiot

Why Your Best Leaders Might Be Your Biggest Problem

Duration: 30 Minutes

Purpose:

: To facilitate meaningful dialogue about transforming interpersonal complexity into collective intelligence, helping team members explore how to leverage cognitive diversity while maintaining clear boundaries and productive collaboration.

Pre-Session Preparation

- Send the article to participants 24-48 hours before the session
- Request that they bring one example of a team dynamic they currently find challenging
- Set up a comfortable meeting space that encourages vulnerable dialogue
- Prepare materials for the Collective Intelligence exercise
- Consider your own experience with being "somebody's complicated person"

Session Flow with CORE Process Opening (5 minutes)

- Welcome participants
- Briefly explain the CORE process (Call It, Own It, Response, Execute)
- Share a personal example of when you realized you were "somebody's complicated person" and what you learned from that recognition
- Establish relevance: "Today we're exploring how we might transform the interpersonal complexity in our teams into breakthrough collaboration"

C: Call It - Questions of Clarity (7 minutes)

Group Discussion:

- "Based on the article, what's the difference between a 'people problem' and a 'story problem'?"
- "What are the four complexity types educational leaders must navigate?"
- "How does the Collective Intelligence framework transform team friction into collaborative advantage?"

Facilitation Notes:

- Capture key insights on shared space
- Clarify any misconceptions about accepting complexity vs. lowering standards
- Reference key concepts from the article: "Teams with the most interpersonal friction often have the highest potential for breakthrough innovation"

O: Own It - Questions of Meaning (7 minutes)

Individual Reflection:

- "Which of the four complexity types do you find most challenging in your leadership and why?"
- "How might you be 'somebody's complicated person' on your team?"
- "What team dynamic are you currently treating as a 'difficult people' problem that might actually be cognitive diversity seeking expression?"

Paired Discussion:

- Have participants share their reflections with a partner
- Partners ask: "What would change if you approached this complexity with curiosity instead of frustration?"

R: Response - Options for Practice (8 minutes)

Application Exercise:

- Working in pairs, participants select one challenging team dynamic
- Using the Collective Intelligence framework, develop an approach:
 - o Calibrated Vulnerability: How will you position yourself as secure enough to be corrected?
 - o Curiosity About Resistance: What information might this friction be trying to communicate?
 - o Conversation Strategy: What's the one conversation you've been avoiding that could transform this dynamic?
 - o Clear Boundaries: Where will you stop expecting change from people who aren't actively trying to change?
 - o Complementary Orchestration: How might these different perspectives actually strengthen your team?
- Partners provide feedback using the prompt: "How does this approach transform judgment into curiosity?"

Group Sharing:

- Invite 2-3 volunteers to share their reframing approaches
- Facilitate peer feedback on practical application

E: Execute - Commitment to Practice (5 minutes)

Individual Commitment:

- Each participant completes the statement: "In the next week, I will practice collective intelligence by..."
- Participants identify one team interaction where they'll practice curiosity instead of judgment

- Each person names an accountability partner who will check in on their progress

Closing (3 minutes)

- Round-robin: Each person shares one word describing their key insight about team complexity
- Remind participants of the article's challenge question: "What's stopping you from making this shift?"
- Leader closes with commitment to model curiosity about team complexity in upcoming interactions

Key Concepts for Reference

- "We're all somebody's idiot"
- The four complexity types: Process, Perspective, Pace, Personality
- "Breakthrough results depend more on orchestrating complexity than avoiding it"
- The Somebody's Idiot Paradox: "avoiding interpersonal complexity eliminates the cognitive diversity necessary for breakthrough solutions"
- Collective Intelligence framework: Calibrated Vulnerability, Curiosity About Resistance, Conversation That Changes Everything, Clear Boundaries, Complementary Orchestration

Remember: Your role is to facilitate discovery, not direct conclusions. Model the very principle you're discussing by remaining curious about the complexity within your own team, demonstrating that leadership growth comes from embracing rather than avoiding interpersonal challenges.