



Episode 163 - Ron Harvey

EPISODE SUMMARY

Dr. Patrick Jinks welcomes recurring guest Ron Harvey for a deep, practical conversation on trust, toxic team dynamics, executive coaching boundaries, and empowering leadership. Across the episode, they unpack how modern trust deficits demand both character and competence, why strategic absence removes bottlenecks, and how leaders can shift from having all the answers to asking powerful questions. They also clarify the coaching lane, when to refer out, and the importance of relationship equity for leading up and holding hard conversations. Recorded on October 12, 2026, this dialogue equips nonprofit and mission-driven leaders with actionable frameworks to build resilient cultures, develop successors, and sustain high performance.

IN THIS EPISODE

- 🎯 Navigating modern trust deficits: extending trust intentionally while earning it through character and competence.
- 🎯 Moving from psychological safety to psychological maturity: embracing vulnerability, responsibility, and difficult dialogue.
- 🎯 Addressing toxic dynamics: one-on-one coaching interventions, clear improvement paths, and graceful off-ramps when fit is no longer aligned.
- 🎯 Strategic absence: stepping out to eliminate bottlenecks, empower teams, and reduce unnecessary deference to senior leaders.
- 🎯 Coaching boundaries: staying in the coaching lane, distinguishing leadership development from HR/policy issues, and knowing when to refer out.

- The power of inquiry: shifting from statements to questions to elevate engagement, discovery, and shared ownership.
- Leading up with relationship equity: building trust capital to influence senior leaders and navigate high-stakes conflict.

KEY LEADERSHIP QUESTIONS

- Where am I unintentionally acting as a bottleneck, and how can strategic absence empower my team to move without me?
- In my current challenges, am I extending trust first while modeling the character and competence I expect from others?
- What relationship equity have I built to support hard conversations upward, and how can I strengthen it before offering critical feedback?

NOTABLE MOMENTS

00:00 — Framing leadership pain points: trust deficits, conflict, and coaching for growth

01:43 — Defining trust through character and competence; acknowledging modern shifts in forgiveness and earned trust

03:00 — Psychological maturity over comfort: creating containers for vulnerability and honest dialogue

04:02 — Confronting toxicity: one-on-one interventions, improvement plans, and off-ramps when alignment fails

05:25 — Coaching scope boundaries: separating leadership development from HR/discipline and referring out appropriately

06:40 — Strategic absence: removing bottlenecks and empowering staff to execute agreed plans without deference

08:24 — From answers to inquiry: reducing statements, asking powerful questions, and keeping boards engaged

09:59 — Cost of conflict avoidance: dignified crucial conversations and respectful disagreement

12:35 — Succession and “co-pilots”: making leadership transitions a non-event through systems and development

GUEST

Ron Harvey, Vice President and Chief Operating Officer, Global Core Strategies and Consulting. Drawing on 21 years of military leadership service, he is an executive coach and consultant helping leaders navigate complex team dynamics, build high-trust cultures, and develop sustainable leadership pipelines.

RESOURCES MENTIONED

- Global Core Strategies and Consulting
- Stephen M. R. Covey’s Trust Framework / 13 Behaviors of High Trust

- Jim Smith (referenced leadership quote and coaching methodology)
- Peyton Manning (referenced leadership philosophy on player development)
- Robert Greene's The 48 Laws of Power (concept of strategic absence)
- Systemic team coaching frameworks and books by Dr. Peter Hawkins
- David Brooks' podcast (referencing inquiry and childhood questioning rates)
- Dr. Patrick Jinks' TED Talk (on the decline of inquiry)

FINAL LISTENER TAKEAWAY

Exceptional leadership is measured by the courage to extend trust, ask powerful questions, hold hard conversations with dignity, and intentionally develop successors so performance endures beyond any one leader.

ABOUT US:

The Leadership Window Podcast is a product of The Leader's Perspective. Dr. Patrick Jinks is founder and president of The Leader's Perspective. He is a board-certified executive coach and member of the Forbes Coaches Council.

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