



PAPER NAPKIN WISDOM

The Nine Napkins

The whole of *Dynasty DNA* in nine lines. One to remember, one that asks something of you.

Read top to bottom. **Tick the ones you are already living. The blanks are your next season.**

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INTRODUCTION · THE HOLE IS REAL

The hole is real. And it has a shape.

It is exactly the shape of one leader who knew how to Align. What talent alone could not replicate was a leadership field.

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ONE · THE WHY BEFORE THE HOW

Purpose is Focus made personal.

Run in the right direction and let the score follow.

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TWO · THE PREPARATION PARADOX

Preparation is love made visible.

If your preparation feels like punishment, the problem is your compass, not your work ethic.

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THREE · THE EGO PROBLEM

Chaos can decorate a dynasty. It cannot build one.

If you cannot name who is choosing the room over their reflection in your organization, it is either you or nobody.

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FOUR · THE ALIGN LEADER

Calm is what honesty feels like from the outside.

The leader who has named the grief cannot be ambushed by it.

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FIVE · COMMUNICATION AS TRANSMISSION

Whatever you are being, you are broadcasting.

Clarity is a room full of people who know what to do when you are not there.

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SIX · ACCOUNTABLE WITHOUT GRIPPING

You are accountable to the standard, not to the scoreboard.

The standard is yours. The scoreboard belongs to the season.

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SEVEN · THE MAGNETISM MOMENT

Charisma is rented. Magnetism is built.

Magnetism is still running the meeting the week you are gone.

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EIGHT · THE LOOP

One championship is a peak. A dynasty is a practice.

The difference is what you do before the trophy is cold. Within a week of any result, name what it proved, what it makes possible, and the next Focus, with a date.



What each one asks

A line you agree with changes nothing. Each napkin has a practice underneath it, and a cadence.

1 Take yourself out of the lineup *once, this quarter*

Before you can fix the hole you have to see its shape. Leave for five working days. One napkin to your second in command: what only I decide. They keep a log of what stalled, what got decided, and who stepped up. Read the log before you fix anything.

2 The Compass Check *quarterly, one page, twenty minutes*

Three questions, written fresh each time. If this organization closed tomorrow, what would actually be missing? Where did the purpose show up in a decision this quarter, with a date? Who heard me say it out loud? Purpose decays in silence.

3 Move the mastery *weekly, and before the moments that count*

One fixed hour a week alone with the numbers until they stop being a report and start being a story you can read. Ten minutes before every one-on-one. Hard conversations written out the night before. One page before any major decision: it is eighteen months from now and this failed, what happened?

4 The grievance question *whenever something is stuck*

Name the relationship carrying the most unresolved tension. You knew who it was before you finished the sentence. Then ask it honestly: is this grievance serving the team, or serving me? And the harder one: what am I holding onto that costs my team more than it serves them?

5 Say the avoided sentence first *after any significant result*

Win or loss, same page. Name what happened with no spin. Acknowledge what it took, whatever the outcome. Define what the next season requires. There is a sentence you have been avoiding, and the room already knows it. Suppression is not calm. A leader with nothing suppressed has nothing leaking.

6 The channel audit *quarterly, three questions*

Whose language am I not speaking? Find one act that proves you know who that person is specifically. What am I broadcasting? Recall your state walking into your last three meetings. Which conversation have I been routing around the group, and who does it actually belong to?

7 Two ledgers *daily and weekly*

Daily rigor about what you control: the preparation, the standard, the conversation you owe someone. Weekly honesty about what you do not: the market, the result, the number that owns you. Never grade yourself on the wrong column. A call made from fear of being wrong is a contaminated call.

8 The absence audit *a week away, twice a year*

Magnetism is measured by what holds when you are gone, so go. What stalls is your list. What gets decided without you is the beginning of a standard that no longer needs you in the room. Let what happened name your next deposits.

9 The seven day page *within a week of any result*

Sit your leaders down for forty minutes. What did this prove about who we are? What does it make possible? What is the next Focus, with a date? This is not a review meeting. People should leave more ambitious than they arrived. If they leave relieved it is over, start again.



What sits underneath

The nine lines are what it looks like from the outside. This is the architecture that produces them.

FOCUS

See clearly what you want, and what kind of leader you are choosing to be.

ALIGN

Get honest about where you actually are. Release the ego and the outcome enough to see the room.

ACT

Commit completely and let go of the result. Then loop.

Focus without Align is obsession. Align without Act is paralysis. Act without Focus is effort that burns itself out on the wrong things.

Confidence

Do I believe in myself enough to tell the truth early?

Clean, right-timed feedback. Corrections that carry no emotional charge.

Congruence

Do my words and actions match, especially under pressure?

Transparency before accountability. Modeling what you expect.

Calm

Can I hold space without rushing to fix?

Support that comes from regulation, not obligation. The ability to pause.

Contribution

Am I here for more than outcomes?

Encouragement that does not disappear under pressure. Seeing effort and humanity, not just results.

Purpose-Driven Community Impact

produces Meaning

Relentless Preparation

produces Credibility

Servant Humility

produces Trust

Elite Communication

produces Clarity

Daily Accountability

produces Consistency

Credibility + Trust + Clarity + Consistency + Meaning = Influence.

Influence, sustained across seasons, compounds into Magnetism.

Do not copy the trait.

Build the identity that makes it true.

THE STUDY BEHIND IT

4

leagues
NHL, NBA, NFL, MLB

30

seasons
1995 to 2025

15

dynasty
franchises

3

teams included
to break the theory

A dynasty here means two or more championships inside a five-season window. It is not greatness or a great run, it is repeat wins against opponents who had months to study you and adjust. **No repeat champion in the study lacks a leader who carries at least four of the five traits. Most carry all five.**