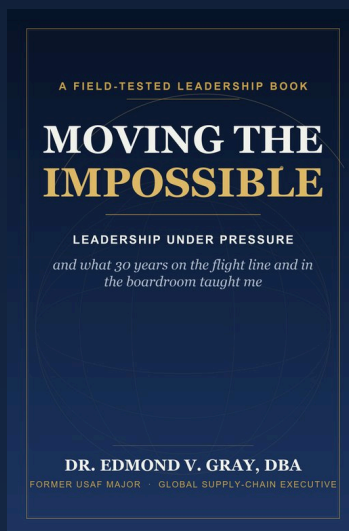


THE NINE CORE PRINCIPLES

*Leadership forged under pressure —
from the flight line to the boardroom*

Dr. Edmond V. Gray, DBA

Decorated former U.S. Air Force Major · Fortune 500 supply-chain executive · Author of
Moving the Impossible



A companion to the book

The framework, in brief

Moving the Impossible is built on nine core principles that hold up in any domain or level of authority. Each is a chapter of the book. Here is the essence of each — and what to do about it.

HOW TO USE THIS

- Read the nine together for the shape of the whole book.
- Pick one principle a week and work only its “put it to work” bullets.
- Hand it to someone you are developing as a shared vocabulary.

01 Vision & Purpose

CHAPTER 1 — THE ESSENCE OF LEADERSHIP

Leadership is a practice, not a performance — rooted in character and revealed under pressure.

WHAT IT MEANS

- Effective leadership is rare because most training teaches the surface, not the foundation.
- Your character shows in the choices you make when the easy option is right there.

PUT IT TO WORK

- Lead the mission and the people as one aim, not a trade-off.
- Decide early what you are leading for — pressure will test it.
- Judge yourself by the hard calls, not the easy wins.

02 Identity & Integrity

CHAPTER 2 — DISCOVERING YOUR LEADERSHIP IDENTITY

You are not who you are told to be — you are who you prove yourself to be, over time.

WHAT IT MEANS

- Knowing your non-negotiable values is the most neglected leadership question.
- Identity is proven by repetition, not declared once.

PUT IT TO WORK

- Let character, not credentials, decide what happens once you are in the room.
 - Do what you said you would do — follow-through is the most underrated capability.
 - Lead by example; the team watches what you do, not what you say.
-

03 Emotional Intelligence

CHAPTER 3 — THE POWER OF EMOTIONAL INTELLIGENCE

Competence gets you into the room; emotional intelligence decides what you accomplish there.

WHAT IT MEANS

- Reading emotions — yours and others' — is what exceptional leaders have always done.
- In a crisis, the team takes its emotional cue from you.

PUT IT TO WORK

- Regulate your own state first; calm creates calm.
 - Read silence as data — the concern no one names is usually the real one.
 - Correct in private; recognize in public. Never the reverse.
-

04 Growth Mindset

CHAPTER 4 — CULTIVATING A GROWTH MINDSET

The day you decide you have learned enough to lead, you have started to fall behind.

WHAT IT MEANS

- Believing capability is built through effort is a compounding advantage.
- Comfort is a signal that you have stopped developing.

PUT IT TO WORK

- Take the uncomfortable assignment — it is where growth hides.
 - Say “I don’t know” as readily as you assert what you do.
 - Invest in your growth as a person, not just your skills.
-

05 Impactful Communication

CHAPTER 5 — COMMUNICATING WITH IMPACT

The best idea accomplishes nothing until it moves someone to act.

WHAT IT MEANS

- Communication is how vision becomes alignment and intent becomes outcome.
- Every other capability needs communication to reach the organization.

PUT IT TO WORK

- Tell the truth early — its value has a shelf life.
 - Ask better questions; they beat better answers.
 - Mind the meeting after the meeting, where decisions really land.
-

06 High-Performing Teams

CHAPTER 6 — BUILDING HIGH-PERFORMING TEAMS

Your legacy is not what you accomplish — it is what your team accomplishes because of how you led.

WHAT IT MEANS

- Great teams are built through trust and clarity, not found.
- Performance rises when capable people are trusted to carry weight.

PUT IT TO WORK

- Hire for judgment first, skill second.
 - Build relationships before you need them.
 - Retire “that’s not my job” — the most expensive words on any team.
-

07 Change & Uncertainty

CHAPTER 7 — LEADING THROUGH CHANGE & UNCERTAINTY

No plan survives first contact. Your job is not the perfect plan — it is leading when it meets reality.

WHAT IT MEANS

- Change and uncertainty are the permanent condition, not the exception.
- Adaptive capacity beats analytical precision.

PUT IT TO WORK

- Treat process improvement as culture change — because it is.
- Resist overplanning; past a point it is risk-avoidance in disguise.
- Aim for changes that become invisible — the new normal.

08 Ethical Conduct

CHAPTER 8 — ETHICAL LEADERSHIP & SOCIAL RESPONSIBILITY

Organizations take on the ethical character of their leaders.

WHAT IT MEANS

- Values are defined by behavior under pressure, not by policy statements.
- How you handle the first ethical failure sets the standard for years.

PUT IT TO WORK

- Model the conduct you expect; culture follows what you do.
 - Raise the standard — organizations perform at the level they tolerate.
 - Meet failure with transparency and accountability, not spin.
-

09 Empowerment

CHAPTER 9 — EMPOWERING OTHERS TO LEAD

The greatest leaders do not do the most — they develop the most leaders.

WHAT IT MEANS

- The real test is the capability and culture you leave behind.
- Dependence on you is not a legacy; it is a liability.

PUT IT TO WORK

- Clear bureaucratic barriers — every one you remove compounds.
- Trust the people closest to the problem; they hold the best information.
- Develop leaders, not dependents.

THERE IS MORE WHERE THIS CAME FROM

Moving the Impossible

Leadership Under Pressure

Each of these nine principles is a full chapter — with the research behind it and the stories that earned it, across thirty years on Air Force flight lines, in NATO logistics operations, and in Fortune 500 boardrooms.

[Get the book on Amazon](#)

Available now in hardcover, paperback & Kindle