



Terms of Practice

A reference glossary for the language and concepts of Source Work

2026

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About This Document

This document is a reference glossary for the language and concepts that shape Source Work — the coaching practice at the centre of humanKIND.

Some of these terms are proprietary to humanKIND. Others are used more broadly in coaching and leadership contexts. All of them are defined here as humanKIND uses them — which is to say, with care, with precision, and with the specific meaning they carry within a coaching engagement.

This document is intended for leaders in a humanKIND engagement, and for anyone who wants to understand how we think about this work.

The Twelve Terms

01 Source Work

IN BRIEF

Source Work is the name humanKIND gives to the practice of coaching that begins with the leader's own source — who they actually are, what they actually know, and what is actually theirs to build. It is the work of helping a leader separate from the programming and static that surrounds them, so they can stop performing leadership and start being the leader they have always been.

IN FULL

Most leadership development starts with the role and works inward — what the role requires, what skills it demands, what behaviours it rewards. Source Work starts the other way around. It begins with the leader as a whole person, and asks what becomes available when they lead from that ground rather than from the version of themselves the role has been asking them to perform.

The programming is real. The static is real. Left unexamined, both run the show — shaping decisions, narrowing choices, and producing leadership that is technically functional but quietly exhausting. Source Work is the practice of making both visible, separating the leader from what has accumulated around them, and returning them to the clearer, more honest operating system that was always underneath.

The name comes from the recognition that everything a leader builds — their decisions, their relationships, their culture — is ultimately an expression of who they are at source. When that source is clear, leadership stops costing what it used to cost.

02 humanKIND Source Map

IN BRIEF

The humanKIND Source Map is the personalized leadership operating system built across a coaching engagement. Think of it as both the governing documents and the strategic plan for a leader's interior life — the foundation every decision, relationship, and action is built from. It is not a personality profile or a report. It is a living document made specifically for you.

IN FULL

Every humanKIND coaching engagement produces a Source Map — a document built specifically for the leader in front of us, from the material that surfaces across the engagement. Think of it as both the governing documents and the strategic plan for how a leader leads from the inside out. Just as an organization's foundational documents define who it is and what it stands for — and its strategic plan defines where it is going and how — a leader's Source Map does both at once, for the person holding the role.

It captures a leader's values at their most honest, their internal decision-making architecture, their vision, their working agreements, their 30/60/90 day goals, and the clearer operating system that emerges when the static and programming have been named and cleared.

The Source Map is not a static artifact set in stone. It is a living document — one that grows and evolves as the leader does. What it says in month two will not be identical to what it says in month six, because the leader is not

identical either. The map is always catching up to the person, and the person is always being shaped by what the map has made clear.

The Source Map is the primary deliverable of the engagement. It is yours when the work is done — a reference for the decisions ahead that is grounded in who you actually are, not who you have been performing.

03 Foundational Source Mapping Session

IN BRIEF

The Foundational Source Mapping Session is the 90-minute opening session of a humanKIND coaching engagement. It is where the Source Map begins — the first deep conversation that sets the direction and starts to surface the architecture of who a leader actually is.

IN FULL

The Foundational Source Mapping Session is 90 minutes — longer than the sessions that follow — because it does a specific kind of work. It is not an intake or an assessment. It is the first real conversation of the engagement: the one where a leader begins to put language to what has been living underneath the performance.

This is where the earliest outlines of the Source Map begin to take form. A leader's vision starts to surface. Their values begin to emerge — not as aspirational words on a wall, but as lived convictions. Their Leader Within begins to show up. Working agreements for the engagement are built. And the first shape of the territory this work will move through becomes visible.

Most leaders describe leaving this session feeling both more seen and more honest with themselves than they have been in a long time.

04 Source Map Deepening Sessions

IN BRIEF

Source Map Deepening Sessions are focused 45-minute conversations that build on the Foundational session — taking what has surfaced and going deeper. This is where a leader's values move from concept into a usable framework, where their personal Board of Directors comes into focus, and where a plan begins to take shape for clearing the static surrounding their leadership.

IN FULL

Three Source Map Deepening Sessions follow the Foundational session — each 45 minutes, each working on specific territory in the emerging map. This is concentrated, precise work.

In these sessions, a leader's values move from named to usable — translated from concept into a framework they can actually lead from. Their personal Board of Directors comes into clearer focus: the internal ensemble of voices and parts that have been running the show, now made visible and understood. Their protector parts — what some coaching traditions call the saboteur — are identified and examined, not as enemies to defeat but as patterns that made sense once and have overstayed their welcome. And the static surrounding a leader's goals and intentions begins to be named and planned against.

By the end of the three Deepening Sessions, the Source Map has its shape. The engagement then moves into Integration.

05 Integration & Action Sessions

IN BRIEF

Integration & Action Sessions are where the full power of a leader gets remembered — as they create and build toward their leadership vision and coaching goals. This is where the Source Map meets real life: cleaner decisions, clearer boundaries, and action that comes from who a leader actually is.

IN FULL

A typical coaching engagement includes 15 Integration & Action Sessions — the sustained, ongoing practice of bringing the Source Map to bear on everything a leader is actually navigating. These sessions are different from the Source Mapping work that precedes them. They are less about excavation and more about momentum.

This is where the full power of a leader gets remembered. Not as a concept — as a lived reality. The vision they articulated becomes the thing they are actually building toward. The values they clarified become the lens through which they make decisions. The working agreements they built become the standard by which they hold themselves.

In these sessions a leader stops asking whether the person they have always been is enough. The answer has already landed. What they are doing now is building from that ground — forward, with clarity, with the specific courage that comes from leading from what is actually true.

06 Static

IN BRIEF

Static is the humanKIND term for the accumulated patterns, beliefs, and habitual responses that surround a leader's clearest thinking and most honest action. Every leader is surrounded by static — it is not a character flaw, but the predictable result of being shaped by systems that rewarded performance over truth.

IN FULL

Every leader is surrounded by static — the layered residue of what they were taught to believe about themselves, what they were rewarded for, and what they learned to suppress when the environment asked them to be something other than what they actually were. Static is not inside a leader's character. It surrounds their leadership — and left unexamined, it runs the show.

Static shows up in several forms. There are the tolerations — the situations a leader has been accommodating, compromising, enduring, hanging on through, settling for, or specializing around, often for so long they have stopped noticing the cost. There is the time map — the gap between where a leader is actually spending their time and where they want to invest it, which is almost always wider than they think. And there is the digital environment — the news, social media, and consumption patterns that are not neutral, that shape attention, mood, and cognitive bandwidth in ways most leaders have never audited.

Source Work makes static visible. And what becomes visible can be cleared.

07 Programming

IN BRIEF

Programming is the humanKIND term for the accumulated conditioning that most leaders have inherited from the cultural, organizational, and social systems they grew up inside. Over time, cultural programming has taught leaders to outsource different pieces of being human — their worth, their agency, their responsibility, and their permission to lead from who they actually are.

IN FULL

We use the word programming deliberately, because it names what actually happened. The systems most leaders moved through — families, schools, organizations, industries — were not neutral. They had structures of reward and consequence that shaped behaviour, belief, and identity over time.

The effect was cumulative. Cultural programming taught leaders to outsource their worth — to measure themselves by what external systems granted rather than what was already true. It taught them to outsource their agency — to defer to gatekeepers, to wait for permission, to lead within the lines someone else drew. It taught

them to outsource their responsibility — to the role, to the organization, to the expectations of others. And it taught them to outsource their permission — the quiet but devastating belief that they needed someone else's authorization to lead as who they actually are.

Programming is not a judgment. It is a description of what happens when a person is shaped by systems that had their own agendas for who they should be. And it can be unlearned.

08 Deprogramming / Remembering

IN BRIEF

Deprogramming is the work of recognizing what has been programmed — and releasing it. humanKIND uses the word remembering alongside deprogramming, because what remains when the programming releases is not something new. It is something that was always there.

IN FULL

Most leadership development frames the work as adding — new skills, new frameworks, new capabilities. humanKIND frames it as clearing. The work is not to build a better version of yourself. It is to recognize what has been layered over the version that was always there — the one that existed before the conditions were laid down, before the gatekeepers were introduced, before you were taught to manage your worth as a variable.

Deprogramming is the work of loosening what accumulated. Remembering is what follows — the quiet, steady return of someone who was always there. The two words belong together because they name the same movement from different angles: deprogramming names what is being released, remembering names what is being recovered.

09 Saboteur / Protector

IN BRIEF

A saboteur is the term used in some coaching traditions for the internal voice that undermines a leader's confidence, clarity, or action. humanKIND prefers the term protector — because these patterns were originally strategies that made sense. They protected something real, in an environment where something needed protecting.

IN FULL

The word saboteur implies an enemy to be defeated. humanKIND's discipline holds a different view. The internal voice that says you are not enough, that you will be found out, that it is safer to stay small — this voice did not arrive randomly. It was learned. It was often learned as a genuine act of self-protection, in an environment where something needed protecting.

What makes it a problem now is not that it exists, but that it has outlasted the environment that created it. The work is not to fight it — fighting it gives it more power. The work is to understand what it was protecting, honour that, and gradually release its grip. In Source Map Deepening Sessions, a leader's protector parts are identified and examined — not as liabilities, but as patterns that once made sense and are now ready to be renegotiated.

10 Leader Within / Board of Directors

IN BRIEF

The Leader Within is humanKIND's term for the most honest, integrated version of a leader — the one that exists beneath the performing, the conditioning, and the static. The Board of Directors is the internal ensemble of voices, patterns, and parts that surround a leader — each with its own perspective, its own history, and its own claim on the room.

IN FULL

Every leader is surrounded by an ensemble — multiple voices, each shaped by a different experience, each trying to run the show. Some are protective, some aspirational, some are carrying old wounds. The Board of Directors is the humanKIND term for this internal ensemble — a useful structure for beginning to understand what is actually influencing a leader's decisions and behaviour.

The Leader Within is the one who has the clearest view of all of it — the most integrated, most honest, most grounded version of a leader. Not a future self to aspire to, but a present reality to return to. Source Work is largely the work of helping the Leader Within take their seat at the head of the table — and of recognizing that they were always qualified for it.

11 Human-Centred Design Process

IN BRIEF

The human-centred design process is the methodology humanKIND brings to leadership coaching — the same discipline applied to understanding complex human systems in design, brought to bear on the leader rather than the product or organization. It starts with who the leader actually is, not what the role requires.

IN FULL

Human-centred design begins with the person at the centre of the system — their actual experience, their actual needs, their actual truth — before it begins to build. humanKIND applies this same orientation to leadership coaching. Rather than starting with what a leadership role requires and shaping the leader toward it, the work starts with the leader's own source: who they actually are, what they actually know, what is actually theirs to build.

This is the inside-out orientation James brought from twenty-five years of brand strategy work — the discipline of getting to what is actually true about a person or organization before deciding what to build. Turned toward the interior of the leader rather than the interior of an organization, it becomes Source Work.

12 Gatekeepers

IN BRIEF

Gatekeepers are the people, systems, and structures a leader has learned to defer to for their worth, their direction, and their permission to lead. The programming that teaches leaders to outsource their authority almost always runs through gatekeepers — real or internalized.

IN FULL

A gatekeeper, in the humanKIND sense, is any person, institution, or internalized belief system that a leader has unconsciously assigned authority over their worth, their choices, or their right to lead as who they actually are. Gatekeepers are often real — a parent, a manager, an industry, a culture. But the most powerful gatekeepers are the ones a leader has internalized: the voice that says the room has not yet granted you permission, the belief that your worth is a question rather than a fact, the habit of calibrating your leadership to an imagined audience.

Source Work does not eliminate the external gatekeepers. What it does is help a leader recognize which ones they have been granting authority they were never entitled to — and what becomes possible when that authority is reclaimed.

A Note on This Work

The terms and concepts in this document have been developed through years of practice — shaped by the leaders who have done this work, the coaching traditions that inform it, and the ongoing discipline of humanKIND.

Some terms are proprietary to humanKIND. Others are drawn from broader coaching practice, used here with the specific meaning they carry within Source Work. All of them are offered in the spirit they were developed: to make the work clearer, and to help leaders find their way home.

The work is not to build a better version of yourself. It is to return to the version that was always there.

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